

2013 Delta Vision Report Card



An evaluation of efforts to implement the Delta Vision Strategic Plan

June 2013

DELTA VISION
FOUNDATION



2013 Delta Vision Report Card

June 2013

Delta Vision Foundation

The Delta Vision Foundation was established by members of the Delta Vision Blue Ribbon Task Force, the independent body established under Governor's Executive Order S-17-06. The Blue Ribbon Task Force held more than 30 days of public meetings over two years, and involved hundreds of stakeholders, scientists, and members of the public in the process. It issued *Our Vision for the California Delta* in 2007 and the *Delta Vision Strategic Plan* in 2008. The Delta Vision Committee, composed of Cabinet Officers, issued the *Delta Vision Committee Implementation Report* (2008) supporting almost all of the Delta Vision recommendations.

The mission of the Delta Vision Foundation (DVF) is to encourage enactment of the *Delta Vision Strategic Plan* and subsequent authorizing legislation to achieve the Two Co-Equal Goals: (1) Restore the Delta Ecosystem; and (2) Ensure Water Supply Reliability. The Delta Vision Foundation monitors, evaluates, and provides information to government officials, policymakers, and the public about the progress of the State of California in implementing the *Delta Vision Strategic Plan* recommendations as a set of integrated and linked actions.

Board of Directors

Linda Adams

Mike Chrisman

A.G. Kawamura

Michael Madigan

Thomas McKernan

Sunne Wright McPeak (President)

William Reilly

Raymond Seed (Secretary)

Staff

Charles Gardiner, Executive Director

Rita Holder, Policy Research Associate

www.deltavisionfoundation.org

Acknowledgements

The Delta Vision Foundation acknowledges the generous support provided by the S. D. Bechtel, Jr. Foundation and the Resources Legacy Fund, Western Conservation Program. Thanks also go to Resource Media, who acts as fiscal agent for the Delta Vision Foundation and provides media relations and communications support.

Table of Contents

Section 1 Introduction and Background	1-1
Delta Vision Foundation	1-1
Delta Vision Report Card on Progress and Effectiveness	1-1
Purpose	1-1
Evaluation Approach	1-1
Organization of Report Card	1-2
Acknowledgements	1-2
For More Information	1-2
Section 2 Actions Progress	2-1
Introduction	2-1
Evaluation Approach	2-1
Implementation Progress	2-2
Near-Term Actions	2-2
Actions Progress	2-3
Near-Term Actions	2-4
Progress and Accomplishments	2-4
Assessment	2-6
Near-Term Action Recommendations	2-7
Governance	2-8
Goals	2-8
Progress and Accomplishments	2-8
Assessment	2-10
Governance Recommendations	2-11
Ecosystem Restoration and Recovery	2-12
Goals	2-12
Progress and Accomplishments	2-12
Assessment	2-15
Ecosystem Restoration and Recovery Recommendations	2-16
Delta Vitality and Security	2-17
Goals	2-17
Progress and Accomplishments	2-17
Assessment	2-19
Delta Vitality and Security Recommendations	2-21
Water Supply Reliability	2-22
Goals	2-22
Progress and Accomplishments	2-22
Assessment	2-24
Water Supply Reliability Recommendations	2-25
Section 3 Leadership, Effectiveness and Cooperation	3-1
Introduction	3-1
Measuring Leadership and Effectiveness	3-1
Evaluation Grades	3-2
Summary Report Card on Leadership and Effectiveness	3-3

State of California.....	3-3
Federal Agencies	3-4
Linkage and Integration is Essential.....	3-5
State Legislature	3-6
Governor's Administration	3-7
State Agencies with Primary Implementation Responsibilities	3-8
Delta Stewardship Council	3-8
California Natural Resources Agency	3-9
Department of Water Resources	3-10
Department of Fish and Wildlife	3-12
Sacramento-San Joaquin Delta Conservancy	3-13
Delta Protection Commission	3-14
State Water Resources Control Board	3-15
Central Valley Regional Water Quality Control Board	3-16
California Water Commission	3-17
Emergency Management Agency	3-18
Central Valley Flood Protection Board.....	3-19
Department of Food and Agriculture.....	3-20
Science Programs.....	3-21
Other State Agencies with Implementation Responsibilities.....	3-22
Federal Agency Leadership and Cooperation.....	3-22
Department of the Interior	3-23
Bureau of Reclamation.....	3-24
U.S. Fish & Wildlife Service	3-25
National Marine Fisheries Service.....	3-26
U.S. Environmental Protection Agency	3-27
Stakeholder Cooperation	3-28
Section 4 Status of the Two Co-Equal Goals	4-1
Assessment of Co-Equal Goals	4-1
Delta Ecosystem.....	4-2
Water Supply Reliability	4-2
Linkages.....	4-3
Section 5 Conclusions and Recommendations	5-1
Introduction.....	5-1
Conclusions.....	5-1
1. Align Strategies, Actions, and Agencies	5-3
2. Assure Comprehensive Implementation.....	5-4
3. Answer to the Public and Remain Accountable	5-5
4. Act Now to Build Implementation Capacity.....	5-6
5. Resolve Key Issues and Refrain from Litigation	5-6
Specific Recommendations	5-7
Actions Progress.....	5-7
Leadership, Effectiveness, and Cooperation.....	5-9

2013 Delta Vision Report Card

Acronyms

AWMC	Agricultural Water Management Council
BDCP	Bay-Delta Conservation Plan
BFA	State Board of Food and Agriculture
BTH	California Business, Transportation, and Housing Agency
Cal EMA	California Emergency Management Agency
CalEPA	California Environmental Protection Agency
Caltrans	Department of Transportation
CCWD	Contra Costa Water District
CDFA	California Department of Food and Agriculture
CDFW	California Department of Fish and Wildlife
CDPR	California Department of Parks and Recreation
cfs	cubic feet per second
CUWCC	California Urban Water Conservation Council
CVP	Central Valley Project
CVFPB	Central Valley Flood Protection Board
CVFPP	Central Valley Flood Protection Plan
Central Valley Regional Board	Central Valley Regional Water Quality Control Board
CWC	California Water Commission
Conservancy	Sacramento-San Joaquin Delta Conservancy
CZMA	Coastal Zone Management Act
Delta	Sacramento-San Joaquin River Delta
DOC	U.S. Department of Commerce
DOI	U.S. Department of the Interior
DPC	Delta Protection Commission
DSC	Delta Stewardship Council
DSP	Delta Science Program
DVF	Delta Vision Foundation
DVSP	Delta Vision Strategic Plan
DWR	California Department of Water Resources
EIR	Environmental Impact Report
EIS	Environmental Impact Statement
ERP	Ecosystem Restoration Program
ESA	Endangered Species Act
ESP	Economic Sustainability Plan
FEMA	Federal Emergency Management Agency
IEP	Interagency Ecological Program
IRWM	Integrated Regional Water Management
ISB	Independent Science Board
MOU	Memorandum of Understanding
NMFS	National Marine Fisheries Service
NPDES	National Pollution Discharge Elimination System
NRCS	Natural Resources Conservation Service
NTA	Near-term Action
OCAP	Operational Criteria and Plan
Reclamation	Bureau of Reclamation
Regional Board	Regional Water Quality Control Board
Resources	California Natural Resources Agency
SLC	State Lands Commission

2013 Delta Vision Report Card

State Water Board	California State Water Resources Control Board
SWP	State Water Project
TMDL	Total Maximum Daily Load
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture
USEPA	U.S. Environmental Protection Agency
USFWS	U.S. Fish and Wildlife Service
USGS	U.S. Geological Survey

Section 1

Introduction and Background

Delta Vision Foundation

The mission of the Delta Vision Foundation (DVF) is to encourage enactment of the *Delta Vision Strategic Plan* and subsequent authorizing legislation. DVF monitors, evaluates, and provides information to government officials, policymakers, and the public about the progress of the State of California in implementing the recommendations as a set of integrated and linked actions to achieve the Two Co-Equal Goals: (1) Restore the Delta Ecosystem; and (2) Ensure Water Supply Reliability. The *2013 Delta Vision Report Card* assesses the progress and effectiveness of State agencies and appointed governing bodies, Federal agencies, and other organizations in implementing the actions recommended in the *Delta Vision Strategic Plan* and the status of the Delta and water supply reliability to measure results.

The Delta Vision Foundation was established by members of the Delta Vision Blue Ribbon Task Force, the independent body established under Governor's Executive Order S-17-06. The Blue Ribbon Task Force held more than 30 days of public meetings over two years, and involved hundreds of stakeholders, scientists, and members of the public in the process. It issued *Our Vision for the California Delta* in 2007 and the *Delta Vision Strategic Plan* in 2008. The Delta Vision Committee, composed of Cabinet Officers, issued the *Delta Vision Committee Implementation Report* (2008) supporting almost all of the Delta Vision Task Force recommendations.

In 2009, the Legislature and Governor approved legislation in response to the *Delta Vision Strategic Plan*, including the following bills: SBX7-1 (Simitian) Delta Governance: Delta Stewardship Council, Delta Conservancy, Delta Protection Commission; SBX7-2 (Cogdill) Water/Ecosystem Bonds (currently on the November 2014 ballot); SBX7-6 (Steinberg) Groundwater Elevation Monitoring; SBX7-7 (Steinberg) Water Conservation; and SBX7-8 (Steinberg) Water Rights Enforcement.

Delta Vision Report Card on Progress and Effectiveness

Purpose

The *2013 Delta Vision Report Card* provides a broad assessment of actions and organizations so that elected officials, agency executives and staff, and stakeholders and the public can understand the opportunities and barriers in achieving the Two Co-Equal Goals. The *Report Card* also includes recommendations for action and improvement to accelerate implementation and ensure that strategies and actions are comprehensive, coordinated, and integrated.

Evaluation Approach

The *2013 Delta Vision Report Card* is based on information gathered from elected officials' staff, agency executives and staff, and stakeholders and the public. The Delta Vision Foundation requested self-evaluations from directors and chairs of 20 Federal and State agencies, boards, commissions, councils, and science programs with important planning, oversight, and implementation responsibilities in the Delta. DVF staff conducted 45 interviews with stakeholders, agency staff, and members of the public to gather information and perspectives on progress and accomplishment (see Appendix A). The staff also prepared an online survey, which was available on the DVF website and announced three times to approximately 1,150 interested parties on the DVF contact list. The staff also researched the status of actions as reported on State and Federal agency websites and through conversations with agency staff.

Organization of Report Card

The *2013 Delta Vision Report Card* is organized in five sections:

Section 1. Introduction and Background

Section 2. Actions Progress – An assessment of the progress of the 85 actions recommended in the *Delta Vision Strategic Plan*.

Section 3. Leadership and Effectiveness – An evaluation of the leadership and effectiveness of 19 State and Federal agencies and the science programs with primary responsibility for implementing the *Delta Vision Strategic Plan* and implementing legislation. The evaluation also considers the constructive cooperation among stakeholders and other interested parties.

Section 4. Status of the Two Co-Equal Goals – An assessment of the status of achieving the Two Co-Equal Goals.

Section 5. Conclusions and Recommendations – Five top-level recommendations and a compilation of recommendations for programs and organizations from Sections 2 and 3.

The *Report Card* provides a framework for reporting progress by implementing agencies and increasing transparency and accountability. It is intended to serve as a positive dynamic to improve performance and ensure success in achieving the Two Co-Equal Goals. The 2011, 2012, and 2013 Report Cards give credit for the intensity of effort by all parties since publication of the *Delta Vision Strategic Plan*. However, ultimately, only action and results will address the historic problems and conflicts that have defied solution for decades. Future report cards will increase the focus and expectation for action, implementation, and results.

The Delta Vision Foundation intends this *Report Card* as a snapshot in time to highlight significant issues, opportunities, and recommendations. The DVF Board of Directors and staff welcome suggestions for improvements and information to improve the accuracy of future reports. In addition, responses and comments from public agencies, stakeholders, or the public will be posted on the DVF website as part of the public record for the *2013 Delta Vision Report Card*.

Acknowledgements

Special thanks go to the leaders of public agencies who gave generously of their time to evaluate their organizations, to agency staff and stakeholders who were interviewed, and to all of the people who provided input through the online survey. This *Report Card* would not be possible without their candid assessments of what has been accomplished and what needs improvement.

The Delta Vision Foundation and the *2013 Delta Vision Report Card* are supported by grants from the S.D. Bechtel, Jr. Foundation and the Resources Legacy Fund, Western Conservation Program.

For More Information

Additional information about the Delta Vision Foundation and the *Delta Vision Strategic Plan* is available on the Delta Vision Foundation website: www.deltavisionfoundation.org.

The following appendices to the *2013 Delta Vision Report Card* are also available on the website:

- Appendix A Agency and Stakeholder Interviews
- Appendix B Actions Status by Evaluation Topic
- Appendix C Actions Status by Lead Agency
- Appendix D Online Survey – Quantitative Results
- Appendix E Online Survey – Open-ended Question Responses

Section 2

Actions Progress

Introduction

One of the important measures of progress toward achieving the Two Co-Equal Goals is the advancement of the actions identified in the *Delta Vision Strategic Plan (DVSP)*. This section assesses the progress of the 85 actions recommended in the *DVSP*. Of the 85 actions, ten near-term actions are recommended to address immediate threats as soon as possible and 16 legal and procedural milestones are identified as key administrative actions required to advance the recommendations of the *DVSP*.

The *DVSP* actions were originally grouped under seven goals developed by the Delta Vision Task Force (Task Force). The Delta Vision Foundation has regrouped these seven goals into four evaluation topics: (1) Governance; (2) Ecosystem Restoration and Recovery; (3) Delta Vitality and Security; and (4) Water Supply Reliability, as shown in Figure 2-1. These topics are designed to align with the way most people understand the comprehensive solutions for the Sacramento-San Joaquin Bay-Delta.

This section begins with a discussion of the progress and recommendations for the ten near-term actions. The remainder of the section evaluates and makes recommendations for the four evaluation topics. Within each of these topics, the evaluation discusses the legal and procedural milestones and other *DVSP* actions.

Evaluation Approach

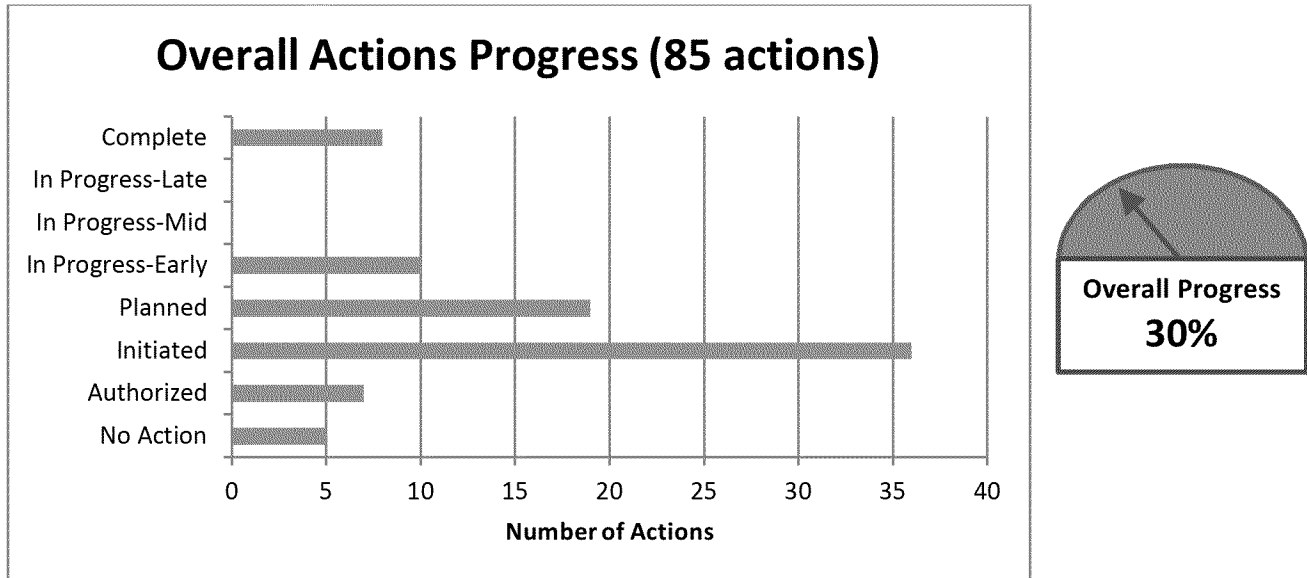
The Delta Vision Foundation assessed the status of each action in the *DVSP* using the following ten-point scale (0 to 10).

Progress and Completion		
0 points	No action	No action by Governor, Legislature, or Agency Director to initiate
1 point	Authorized	Legislative authority granted and Administrative direction and initial funding provided
2 points	Initiated	Purpose defined, work plan and schedule developed, team assembled
3 points	Planned	Planning complete, ready for implementation.
4 points	In Progress Early	Implementation begun, funding authorized, workforce mobilized
6 points	In Progress Mid	Implementation substantially underway
8 points	In Progress Late	Implementation nearing completion
10 points	Completed	Action completed, ongoing adaptive management and maintenance

For each evaluation topic, the points achieved for each action in the evaluation topic were summed and divided by the total points available if all actions were completed (10 points for each action). The resulting number is shown as a percent complete for the evaluation topic. A bar graph shows the number of actions in each stage of completion.

Implementation Progress

Overall, the 85 actions recommended in the *Delta Vision Strategic Plan* are 30% complete. This is a slight improvement compared with the 25% complete reported in the *2011 Delta Vision Report Card*. The graph below shows the number of actions in each progress category.



Listed below are the summary grades for near-term actions and each of the four evaluation topics.

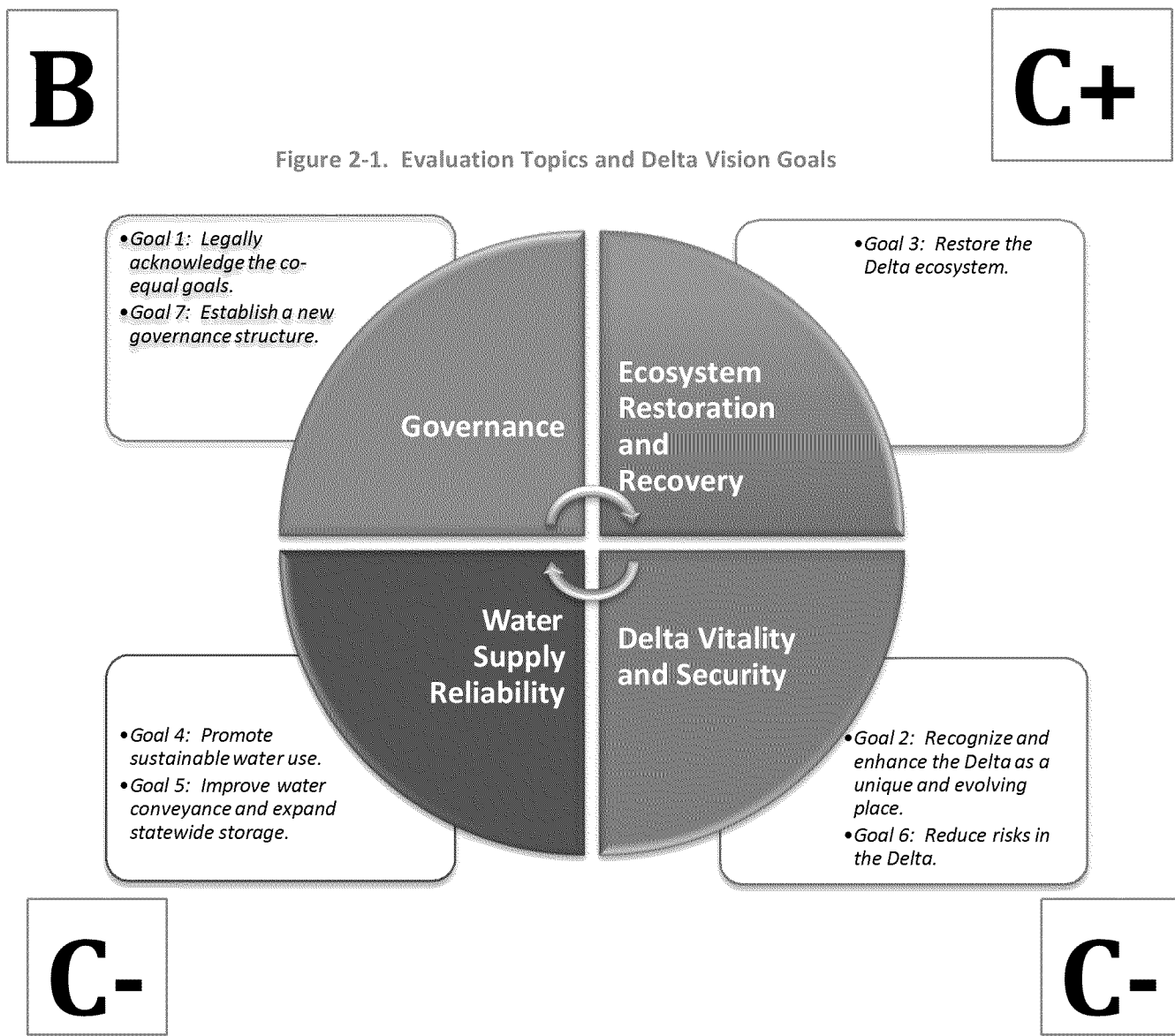
Near-Term Actions

C-

There is a continued lack of action to address near-term Delta risks and ecosystem restoration. In 2012 and 2013, there has been increased attention and momentum on near-term actions, particularly from the stakeholder community, which is frustrated by the lack of “on-the-ground” action. Planning for near-term restoration actions is nearing readiness for construction. There has been some action to improve emergency response planning and readiness. However, there has been little investment to reduce the risk of catastrophic flooding of Delta islands from multi-island levee failures caused by an earthquake or major flood event. The progress on near-term actions continues to be entirely inadequate, particularly related to securing the existing water supply infrastructure and beginning ecosystem improvements. Because of the stakeholder efforts to drive progress, the progress grade improved from a “D-” in 2012 to a “C-” in 2013.

Actions Progress

New governance structures have been established and additional planning is underway, but implementation is lagging in all areas. The Governance grade increased from a “B-” in 2012, to a “B” this year, due to completion of the *Delta Plan* and *Central Valley Flood Protection Plan*, and advancement of the BDCP analysis. Grades for Ecosystem Restoration and Recovery increased from a “C” to a “C+” this year due to improved understanding and planning of the habitat restoration needs for the Delta. However, actual physical improvements appear years away. The grade for Delta Vitality and Security decreased from “C” to “C-” due to the continued delays in developing a Delta levee investment strategy and inadequate funding for Delta economic development. The Water Supply Reliability grade remained at “C-” for this year. These grades recognize the significant and commendable efforts made to advance plans and policy making in all areas. However, “C” is a “barely passing” grade—few “on-the-ground” actions have actually been implemented to improve water supply reliability, ecosystem restoration, or Delta vitality and security.

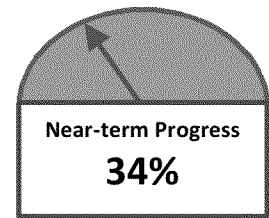


Near-Term Actions

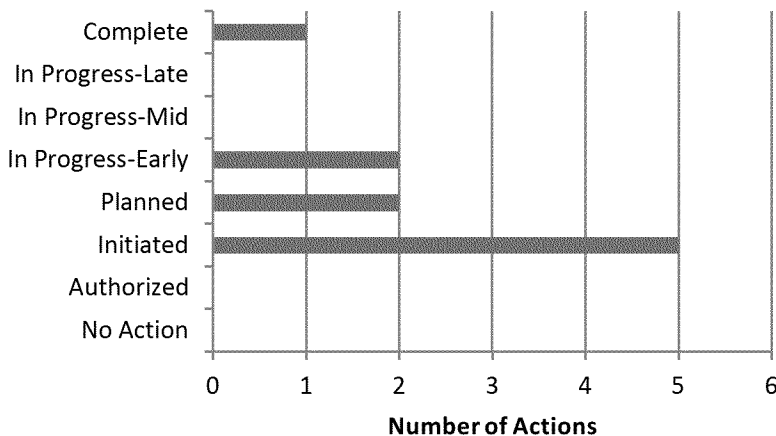
The *DVSP* recommends ten actions to be undertaken and completed as soon as possible. Each of these ten near-term actions (NTA) is needed either to foster more effective policymaking or to address immediate threats to Delta inhabitants, the Delta ecosystem, or water conveyance systems. No ranking of priority is suggested.

Progress and Accomplishments

The Delta Vision Foundation assessment of near-term actions shows only a slight improvement over two years, with only 34% overall progress, compared to 30% in 2011. Planning activities have been initiated for all actions, but some have stalled or stopped. One action, the construction of a new water supply intake for the Contra Costa Water District (NTA 5), was completed in 2010. Water diversion reporting and data collection have improved. Other actions remain stuck in planning work. Because many of these near-term actions were identified and already in the works before the 2008 *Delta Vision Strategic Plan* was published, one might expect to see much more rapid action toward completion.



Near-term Actions Status



Near-Term Actions

1. Obtain needed information on water diversion and use.
2. Initiate collection of improved socio-economic, ecosystem, and physical structure data about the Delta to inform policy processes and project level decision making by all public agencies, local, State, and Federal.
3. Accelerate completion of in-stream flow analyses for the Delta watershed by DFW.
4. Conduct a Middle River Corridor Two Barrier pilot project.
5. Complete construction of an alternative intake for the Contra Costa Water District.
6. Evaluate the effectiveness of a Three Mile Slough Barrier project.
7. Construct a demonstration fish protection screen at Clifton Court Forebay.
8. Advance near-term ecosystem restoration opportunities.
9. Stockpile rock and other emergency response materials.
10. Assess and improve State capacity to respond to catastrophic events in the Delta.

Important Information is Being Collected (NTAs 1 and 2)

Several important data collection programs are in place to assemble water diversion information and physical, ecosystem, and socioeconomic data in the Delta. The State Water Resources Control Board (State Water Board) has developed a computer database and online information system for water rights reporting. The Delta Watermaster has established effective communications and enforcement to increase compliance with water diversion reporting requirements to nearly 100%. The Department of Water Resources (DWR) has developed a groundwater monitoring program to collect statewide groundwater elevations and make the data available online. The Interagency Ecological Program (IEP) has initiated an inventory of research and monitoring in the Delta and its tributaries. This inventory will improve information sharing and facilitate decision-making. The Water Quality Monitoring Council is coordinating and aligning the water quality data and reporting for the Delta. The Delta Protection Commission has assembled foundational socioeconomic data for the Delta in the *Economic Sustainability Plan*. DWR has provided flood mapping information to local officials.

Delta Emergency Preparedness Activities Are Underway (NTAs 9 and 10)

The two biggest threats to personal safety of Delta residents are flooding and earthquakes, because either could lead to multiple levee failures in the region. Initial emergency planning activities have begun. The Delta Multi-Hazard Task Force was authorized by legislation and developed recommendations to improve emergency response. The coordination efforts continue through the Delta Working Group, the California Emergency Management Agency (Cal EMA), and the Department of Water Resources (DWR) FloodSAFE program. Cal EMA, the Federal Emergency Management Agency (FEMA), and others are preparing a *Northern California Catastrophic Flood Response Plan* to be complete in 2014.

DWR continues to expand stockpiles of rock and plastic throughout the Delta in order to have these materials available in the event of levee failures. DWR is completing the environmental review of three locations in the Delta for transfer facilities, which would be constructed by mid-2014. DWR is developing leases, purchase agreements, and service contracts. The Delta Stewardship Council (DSC) has recommended that DWR, in consultation with local agencies, continue to expand emergency stockpiles, make them regional in nature, facilitate their use by a larger number of agencies, and “over-reinforce” western Delta levees. The Levees Subventions Program and the Special Projects Program continue, funded through State bonds with local matching funds. However, DWR failed to grant \$50 million for Delta levee improvements in 2012.

Near-term Delta Ecosystem Actions Demonstrate Mixed Progress (NTAs 3, 4, 6, 7, and 8)

CDFW completed its report on the biological needs and flow requirements for the Delta in November 2010. Concurrently, the State Water Board submitted its schedule and estimated costs to complete in-stream flow studies for Delta tributaries. Since 2010, CDFW has received money from Proposition 84, hired three new staff in 2011, and initiated additional flow studies. Six of the 22 priority streams on CDFW's PRC 10001 statewide list are Delta tributaries. All six of these streams have flow studies underway.

The *2011 Delta Vision Report Card* noted that early action was continuing on low volume fish screens at Clifton Court and the Three Mile Barrier. There has been no progress on either of these actions in the past two years, although reports are apparently coming soon. The scientific review of the proposed Two Gates Project, intended to protect delta smelt in the south Delta, revealed that there was not enough evidence to support the investment at this time. Additional research is underway on the relationship of turbidity to delta smelt movement and survival.

Some Delta ecosystem restoration activities continue, but planning and design are not complete on most projects. Liberty Island, which became an unplanned ecosystem restoration project due to the 1997 levee failure, is the subject of ongoing monitoring and assessment of tidal habitat restoration. Other projects have not moved to construction, including Dutch Slough, Prospect Island, McCormack-Williamson Tract, Lindsay Slough, Meins Landing, Hill Slough, and Rush Ranch. Dutch Slough construction is planned for the next year. Many of these projects have been planned for ten years or more. Delays have resulted from a variety of issues, including funding, partnerships, design constraints, permitting, and concerns of adjacent landowners. The requirements for habitat restoration in the biological opinions for export pumping are providing and important impetus to action.

Assessment

Activities Underway, But Inadequate Results

Overall, the progress on near-term actions continues to be inadequate. All of the near-term actions have been initiated, but only one is complete. The Delta Vision Foundation expected that near-term actions would have moved more quickly from planning to implementation. This is particularly true for actions that were identified and planned before the completion of the *Delta Vision Strategic Plan* in 2008. The improved grade from a “D-” to a “C-” reflects the increased energy and focus brought by stakeholders to encourage action and implementation.



As noted in previous Report Cards, actions to protect life, property, and the water supply system are crucial. Without substantial and prompt action, loss of life and serious damage to the State’s economy is inevitable. Progress continues on stockpiling materials and developing emergency response plans. These actions primarily address single levee failures from flood events or seepage. While these actions are sorely needed, they are not, in themselves, sufficient preparation for catastrophe.

The State, particularly DWR and DSC, have failed to develop priorities and programs to protect critical statewide infrastructure, including protection of Delta water supplies from potential multi-island failures from flood or earthquake. Realistic preparations for responding to a seismic event in the Delta are woefully lacking. This is especially true with regard to life safety activities, including preparation, rescue, and response. DWR, Cal EMA, and FEMA efforts to develop catastrophic flood response plans are urgent and critical. In the case of an earthquake, the State’s water, transportation, and utility infrastructure could well be in peril for days, weeks, or even longer. A seismic event could produce many tens of miles (possibly hundreds of miles) of levee failure owing to soil liquefaction and slumping of long, continuous frontage. The preparations needed to respond to a seismic event remain undone. Additional, immediate work is needed to secure the water delivery system, transportation infrastructure critical for evacuation and response actions, and Delta land uses from catastrophic failure in the event of an earthquake.

Ongoing Commitment Needed

To maximize crisis preparedness, State and local leaders must continue to support preparatory actions. Specifically, emergency operations procedures, transfer facilities, and private sector agreements are all essential preparedness needs. Exercises to test public notification, evacuation, rescue, and response are key preparations for a multi-levee failure. Public education of earthquake risks and consequences should continue and expand.

Advancing near-term ecosystem restoration is a difficult and complex task. State and Federal agencies are to be commended for efforts to advance ecosystem planning; the level of initial effort is promising. However, inadequate implementation cannot be overlooked. Projects originally identified by the Delta Vision Task Force as Near-Term Actions were thought to be close to implementation in 2008; none has yet advanced beyond planning. Focus, commitment, funding, and problem solving are needed for immediate implementation.

New Knowledge and Understanding Needed

Improved data collection efforts have gotten off to a good start. Agencies must continue to assemble socio-economic, ecosystem, and physical structure data about the Delta. Next, it must be synthesized into useful information for planners and decision-makers. Data about water diversions, water use, water quality, economic activity, flood risks, and other topics is useful only if it enhances understanding of the Delta system.

Several pilot projects have produced valuable information, but more pilots are needed to really advance ecosystem restoration and improve water management. Pilots provide essential, new knowledge for future larger scale restoration. Responsible State agencies must identify implementation barriers and escalate them to executives and elected officials for prompt resolution.

Near-Term Action Recommendations

The Delta Vision Foundation recommends the following actions to improve and accelerate implementation of the ten Near-term Actions.

1. As part of the *Northern California Catastrophic Flood Response Plan*, the Emergency Management Agency, in partnership with other agencies, should conduct a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failures from an earthquake. This assessment should include, among other agencies: the Business, Transportation, and Housing Agency; Department of Fish and Wildlife; Department of Water Resources; and Delta Protection Commission. A report of the results should be presented to the Governor, Delta local governments, and Delta Protection Commission.
2. The State Water Resource Control Board, in cooperation with the Department of Fish and Wildlife, should develop a coordinated work plan, budget, and schedule for implementing in-stream flow analyses upstream of the Delta and report on progress through the State Water Resources Control Board *Delta Strategic Work Plan*. The Legislature should provide the resources to implement the plan.
3. The Department of Fish and Wildlife should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain improvements in the Yolo Bypass.
4. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening alternatives at the Clifton Court Forebay.
5. The Department of Water Resources and the Bureau of Reclamation should reinstate the review of the Franks Tract and Three Mile Slough Barrier projects.
6. The Delta Stewardship Council and Natural Resources Agency should immediately convene a Near-Term Actions Implementation Team, including the Department of Water Resources, Department of Fish and Wildlife, Emergency Management Agency, Delta Protection Commission, Delta Conservancy, and other relevant agencies. This team should be integrated with the recommended Delta Strategic Action Team and consistent with the Delta Stewardship Council's Implementation Committee. The team should develop and accelerate an action plan to reduce risks of catastrophic failure, bolster emergency response, implement habitat restoration, and secure critical infrastructure.

Governance

Goals

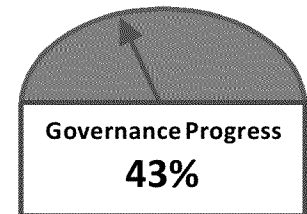
A key strategy in achieving the Two Co-Equal Goals was the establishment of new governance structures—ones with needed legal authority and competencies to achieve the Two Co-Equal Goals. The existing governance structure for water, ecosystem, and the Delta had failed. The *DVSP* recognizes two goals related to governance:

Goal 1: Legally acknowledge the co-equal goals of restoring the Delta ecosystem and creating a more reliable water supply for California.

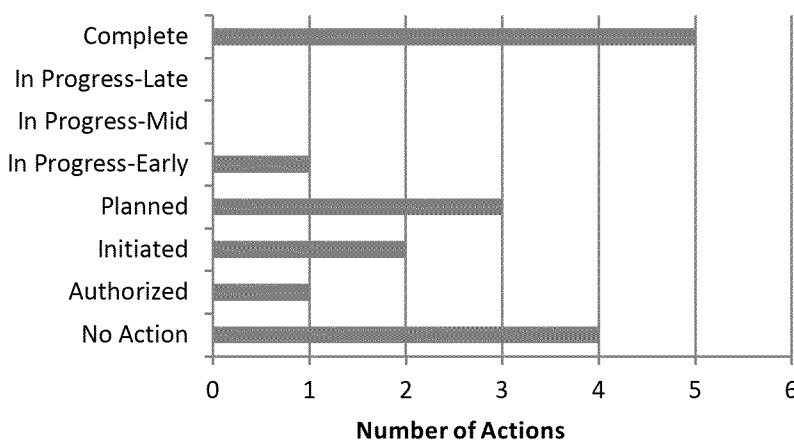
Goal 7: Establish a new governance structure with the authority, responsibility, accountability, science support, and secure funding to achieve these goals.

Progress and Accomplishments

The *DVSP* lists 16 actions to achieve the governance goals. Overall, these 16 actions are 43% complete, only a slight two-year improvement over 41% in 2011. Five are complete, but four have seen no action.



Governance Actions Status



Legal and Procedural Milestones (6)

Two Co-Equal Goals Now State Policy

Because governance was such a foundational issue for achieving the Two Co-Equal Goals, the *DVSP* specifies six actions as legal and procedural milestones. Four of the six milestones were implemented by the 2009 water legislation (SBX7-1), the Delta Reform Act. The Two Co-Equal Goals have been codified as State policy, to be considered and incorporated into agency, stakeholder, and legal actions.

New Agencies Formed—Funding Inadequate

The DSC has been established as an independent State agency, with its primary assignment to complete a *Delta Plan* to attain the Two Co-Equal Goals. The *Delta Plan* was

Governance

Legal and Procedural Milestones

1.1: Make the co-equal goals the foundation of Delta and water policy making.

1.1.1 Statutory Co-Equal Goals

7.1: Establish a new Delta Stewardship Council. Abolish the Bay-Delta Authority, transferring CALFED programs to the DSC. Establish a Delta Conservancy and increase the powers of the Delta Protection Commission.

7.1.1 Delta Stewardship Council

7.1.2 Delta Conservancy

7.1.3 Delta Protection Commission

7.2: Require the Delta Stewardship Council to prepare a Delta Plan to ensure sustained focus and enforceability among State, Federal, and local entities.

7.2.1 Delta Plan

7.4: Optimize use of the CALFED Record of Decision and Coastal Zone Management Act to maximize participation of Federal agencies in implementation of the California Delta Plan.

7.4.1 Coastal Zone Management Act Consistency

approved on May 16, 2013. The Delta Conservancy (Conservancy) was established to act as a primary State agency to implement ecosystem restoration and economic development in the Delta. The DPC was restructured and assigned the task of developing an *Economic Sustainability Plan* for the Delta, which is now complete. The only legal and procedural milestone that is not yet complete is approval of the *Delta Plan* as consistent with the Coastal Zone Management Act by the Secretary of Commerce. The DSC reports that the *Delta Plan* will be submitted to the Department of Commerce for approval under the Coastal Zone Management Act, which, if approved, would then allow the DSC to review certain Federal actions in the Delta for consistency with the *Delta Plan*.

The Legislature has not provided adequate funding for the agencies addressing the Delta. This lack of resources is critical for prioritizing and coordinating action now and implementing solutions in the years ahead.

Other Strategies and Actions (10)

The *DVSP* lists ten other actions to improve ongoing governance needed to achieve the Two Co-Equal Goals. While the Two Co-Equal Goals have been established by legislation, there is little evidence that they have been incorporated into all mandated duties and funding for Delta activities. Without question, the Two Co-Equal Goals are being discussed at all levels of the Governor's Administration, the Legislature, and in Federal agencies; the Two Co-Equal Goals now influence all planning and decision-making. However, leadership direction on the policy objectives and how they can be achieved has not occurred, so planning and implementation have not yet realigned to achieve the goals.

Agencies Take Early Action

The DSC has established the Delta Science Program (DSP) and appointed an Independent Science Board (ISB) and the State Water Board established the office of the Delta Watermaster. The Legislature mandated development of the *Delta Plan* with 5-year updates. DSC has completed the first *Delta Plan*. The DSP and ISB designed the adaptive management framework. The DSP has added engineering capability to the ISB. Federal agencies are active participants in the both the *Delta Plan* and *Bay-Delta Conservation Plan* (BDCP) processes.

Funding and Financing Unaddressed

The Legislature did not address financing principles or long-term funding for the State agencies working on Delta issues. An \$11 billion water bond was included in the 2009 water legislation (SBX7-2), but it has been deferred until November 2014. The Legislature has not provided adequate funding for the Conservancy or the DPC to fulfill the early planning requirements established by the Legislature. The BDCP Finance Plan relies on water contractor funding for facilities construction and operation and the water bond and other unspecified sources for habitat restoration. The DSC *Delta Plan* proposes that DSC will initiate a finance plan following completion of the *Delta Plan*, with no specified schedule or deadline.

Governance

Other Strategies and Actions

1.1: Make the co-equal goals the foundation of Delta and water policy making.

1.1.2 Administrative Co-Equal Goals

1.1.3 Funding Co-Equal Goals

7.1: Establish a new Delta Stewardship Council. Abolish the Bay-Delta Authority, transferring CALFED programs to the DSC. Establish a Delta Conservancy and increase the powers of the Delta Protection Commission.

7.1.4 Delta Science and Engineering Program

7.1.5 Water Diversion Compliance

7.2: Require the Delta Stewardship Council to prepare a Delta Plan to ensure sustained focus and enforceability among State, Federal, and local entities.

7.2.2 Delta Plan Adaptive Management

7.2.3 Adaptive Management Program

7.3: Finance the activities called for in the Delta Plan from multiple sources.

7.3.1 Financing Principles

7.3.2 Delta Governance Funding

7.3.3 New Funding Sources

7.4: Optimize use of the CALFED Record of Decision and Coastal Zone Management Act to maximize participation of Federal agencies in implementation of the California Delta Plan.

7.4.1 Federal Participation

Assessment

The 2013 assessment of Governance progress earns a grade of “B,” compared to the 2012 grade of “B-.” In 2009 and 2010, the State demonstrated initiative and action in addressing Delta governance issues. Since that time, the State has re-entered planning mode. In the past year, the Central Valley Flood Protection Board completed the *Central Valley Flood Protection Plan* and DSC completed the *Delta Plan*. However, progress has stalled in critical governance areas of funding and performance management. Near-term funding has been inadequate to implement requirements of the 2009 water legislation. Identification and implementation of long-term funding has been deferred and remains unaddressed. The State’s lack of leadership in defining and articulating performance outcomes and measures of success has slowed planning activities and generated unnecessary conflict.

B

Crucial Lack of Agency Funding

The water legislation of 2009 was an historic achievement—codifying the Two Co-Equal Goals and establishing a revised and strengthened governance structure for the Delta. Unfortunately, the Legislature has not yet addressed near-term or long-term funding and financing needed to complete the assigned responsibilities of the Conservancy, DPC, the State Water Board, and CDFW. Funding is more uncertain for future years. Additional work is needed to establish real understanding of implementation costs and stable funding sources.

Performance Outcomes Undefined

More disturbing than the lack of funding for specific near-term actions and long-term implementation is the lack of performance targets and measurement. The *Delta Plan* includes a narrative definition of the Two Co-Equal Goals but specific performance measures are only partially developed. Likewise, BDCP planning has taken significant steps to define biological goals and objectives (which need more work), but objectives for water supply reliability remain elusive. The *Delta Plan* notes that expected State and Federal expenditures for 2012-2013 for Delta program elements is \$444 million (\$262 million for the State of California and \$182 million for the Federal Government). The *Delta Plan* does not delineate between planning and implementation expenditures, but regardless, this is a staggering sum to spend annually without transparent performance outcomes and progress measures.

*“If you don't know where you are going,
any road will get you there.” Lewis Carroll*

Governance Recommendations

The Delta Vision Foundation recommends the following actions to improve and accelerate implementation of the Governance actions.

1. The Governor should establish, by executive order, a Delta Strategic Action Team of State agencies, with cooperation of relevant Federal agencies, and direct it to prepare a coordinated implementation work plan, consistent with and incorporating the Delta Stewardship Council's Implementation Committee. The work plan should describe the integration, implementation, and oversight of Delta and statewide actions, including the *Delta Plan*, *BDCP*, the *Bay-Delta Plan*, *Ecosystem Restoration Plan*, levees, flood management, water storage, regional water management, and Delta economic development.
2. The Legislature should immediately provide five years of funding for the Delta activities of the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Wildlife. A reliable source of money is essential for implementing their legislatively mandated responsibilities towards achieving the Two Co-Equal Goals.
3. The Governor and the Legislature, working with stakeholders, should develop a process to define funding and financing principals and approaches.
4. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include economics expertise.

Ecosystem Restoration and Recovery

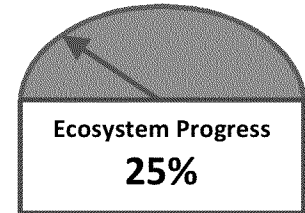
Goals

Ecosystem restoration and recovery actions are at the heart of achieving the Two Co-Equal Goals. The *DVSP* establishes a seminal goal for Ecosystem Restoration and Recovery:

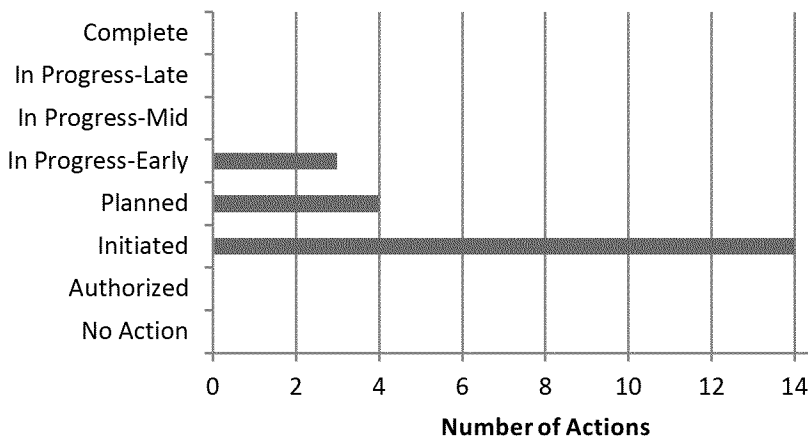
Goal 3: Restore the Delta ecosystem as the heart of a healthy estuary.

Progress and Accomplishments

The *DVSP* identifies 19 actions to achieve ecosystem restoration and recovery. For evaluation purposes, this report has divided one of the actions into three parts, bringing the total number of actions evaluated to 21. These 21 actions are 24% complete, a moderate two-year improvement over a 19% completion rate in 2011.



Ecosystem Actions Status



Ecosystem Restoration and Recovery *Legal and Procedural Milestones*

3.1: Initiate large scale habitat consistent with the overall goals of the *DVSP* by 2010.

3.1.2 Tidal Habitat Restoration

3.2: Establish migratory corridors along river channels.

3.2.2 Fish Migration Flows

3.4: Adopt appropriate Delta Flow standards by the State Water Board, DFW, and other agencies by 2012.

3.4.1 In-stream Flows

3.4.2 Wet Period Diversions

3.4.3 Delta Outflow

3.4.5 San Joaquin River Flow Objectives

3.5: Improve water quality to meet long-term goals.

3.5.1 Adopt by 2010 water quality standards by Central Valley Regional Board

Legal and Procedural Milestones (7)

Limited But Helpful Progress Made

The State has made only limited progress on the *DVSP* legal and procedural milestones related to ecosystem restoration and recovery.

Habitat Restoration Lags

Since the *DVSP* was presented in 2008, not a single new large-scale habitat restoration has been started in the Delta. But activity is continuing on previously established projects. One pilot restoration project is ongoing in the Yolo Bypass, primarily to determine the effectiveness of increasing floodplain habitat for salmonids. Planning and implementation continues for smaller habitat restoration projects. The *Delta Plan* incorporates the restoration actions of the CDFW Ecosystem Restoration Program, which is being updated in 2013. The BDCP process also serves as a primary forum for identifying large-scale habitat needs for the Delta. To identify the benefits of habitat restoration for targeted species, the BDCP team has developed biological goals and objectives and prepared an administrative draft plan and environmental review.

New Flow Criteria Suggested

To address the goals of increased Delta outflow and wet period diversions, a variety of work is underway. In August 2010, the State Water Board issued its report, *Development of Flow Criteria for the Sacramento-San Joaquin Delta Ecosystem Prepared Pursuant to the Sacramento-San Joaquin Delta Reform Act of 2009*. In November 2010, CDFW completed its report on the biological objectives and flow needs for the Delta. The State Water Board is implementing a four-phase update to the *2006 Bay-Delta Water Quality Control Plan (Bay-Delta Plan)*, beginning with San Joaquin River flow objectives, which it expects to complete in August 2013. The State Water Board has established a schedule for completing the entire update to the *Bay-Delta Plan* in 2014 with updated flow objectives for Delta tributaries due by 2018.

Lower Effluent Limitations Imposed

The water boards have been reexamining effluent limitations. In December 2010, the Central Valley Regional Board issued a new discharge permit to the Sacramento Regional Wastewater Treatment Plant. In April 2013, the parties settled a challenge to the permit requirements regarding ammonia and nitrates. The permit imposes new ammonia effluent limits, requires tertiary treatment, and mandates nitrogen removal. Treatment plant upgrades will be implemented over the next 10 years. The Regional Board is scheduled to consider the Central Valley Drinking Water Policy in July 2013. The Central Valley Regional Board also finalized the Long Term Irrigated Lands Regulatory Program (ILRP) in December 2012 to set limits on discharges from irrigated lands in the Central Valley. In February 2012, the State Water board adopted revised statewide stormwater permit requirements for cities up to 100,000 people (permits for larger cities are reviewed and updated every five years).

Other Strategies and Actions (12)***Planning Well Underway***

The category of "Other Strategies and Actions" considered necessary to restore aquatic and terrestrial habitat in the Delta include: restoring floodplains; reestablishing migratory corridors along river channels; increasing appropriate water flow; encouraging native species; enhancing waterway geometry; and improving water quality. The planning phase for these actions is underway at several State agencies.

Ecosystem Restoration Planning Has Begun

DGW has issued quantifiable biological objectives and flow criteria for species of concern dependent on the Delta, recommending that floodplain inundation be increased in four floodplains: (1) Sacramento River/Yolo Bypass; (2) Mokelumne River; (3) San Joaquin River; and (4) Upstream Floodplains. By issuing its quantifiable biological objectives and flow criteria, CDFW has taken the first step in increasing inundation of, and providing ecosystem benefits to, the four areas identified by the *DVSP*.

In coordination with other Ecosystem Restoration Program (ERP) implementation agencies, e.g., U.S. Fish & Wildlife Service (USFWS), and National Marine Fisheries Service (NMFS), CDFW is finalizing the ERP Conservation Strategy for release in June 2013. It is intended as a single blueprint for ecosystem restoration in the Delta. The ERP has identified near-term land acquisition and habitat enhancement priorities and the ERP Implementing Agencies have designed a

***Ecosystem Restoration and
Recovery
Other Strategies and Actions***

3.1: Initiate large scale habitat restoration consistent with the overall goals of the *DVSP* by 2010

3.1.1 Floodplain Inundation

3.2: Establish migratory corridors along river channels

3.2.1 Habitat Corridors

3.2.3 Flood Conveyance Capacity Expansion

3.2.4 Delta Recreational Investment

3.3: Promote native and valued species

3.3.1 Fish Entrainment

3.3.2 Invasive Species

3.4: Adopt appropriate Delta Flow standards by the State Water Board, DFW, and other agencies by 2012

3.4.4 Fall Delta Outflow

3.4.6 San Joaquin Fall Pulse Flows

3.4.7 Delta Waterway Geometry

3.5: Improve water quality to meet long-term goals

3.5.2 Drinking Water Intake Relocation

3.5.3 Mercury TMDL Programs

3.5.4 Comprehensive Delta Monitoring

framework through which they will implement the ERP. Annual reports will document spending and accomplishments. The DSC incorporated the ERP into the *Delta Plan*.

The BDCP Program has identified Conservation Measure 2 as one that will improve floodplain habitat in the Yolo Bypass. Planning and coordination meetings are underway to create the implementation plan.

Ecosystem restoration is also underway through the Fish Restoration Program Agreement (October 2010). The Agreement is part of the Biological Opinions with respect to operating the State and Federal export pumps. The initial focus of the Agreement is on development of 8,000 acres of delta smelt habitat and 800 acres of longfin smelt habitat. The implementation plan was approved by CDFW, NMFS, and USFWS in March 2012.

Habitat corridor improvements are expected to be implemented through the CDFW ERP, DWR FloodSAFE Environmental Stewardship Program, and *Delta Conservancy Strategic Plan*.

Recreation Opportunities Identified

The DPC prepared the *Delta Economic Sustainability Plan (ESP)* and submitted it to DSC for inclusion in the *Delta Plan*. Both the *ESP* and *Delta Plan* incorporate the Department of Parks and Recreation (CDPR) recommendations from the *Recreation Proposal for the Sacramento-San Joaquin Delta and Suisun Marsh* to enhance recreation opportunities in the Delta and gateway access from the regions surrounding the Delta.

Delta Flows Evaluations Underway

The Courts have implemented changes to the diversion requirements for the State Water Project (SWP) and Central Valley Project (CVP). DWR and the Bureau of Reclamation (Reclamation) are implementing the measures stipulated in the biological opinions.

The State Water Board has developed a work plan and schedule for the *Bay-Delta Water Quality Control Plan Update*. The State Water Board expects to be considering flow objectives on the San Joaquin River by August 2013 and the full *Bay-Delta Plan Update* in 2014. The State Water Board is looking to develop revised flow objectives for Delta tributaries, with a goal of completing major tributaries in 2018. To prioritize these flow evaluation efforts, the State Water Board has reassigned staff.

DWR and CDFW are evaluating flow and channel modifications in the Delta. Cross Channel gate operations are being managed under the OCAP Biological Opinions to avoid entrainment of Sacramento River salmonids into the central Delta. As an alternate approach to the previously proposed Two Gates Project, IEP is conducting turbidity studies associated with early winter out flow to assess Delta smelt movement. A report on initial field investigations is in preparation. Additional field work is planned for winter 2012-2013. DWR is testing a nonphysical barrier at Georgiana Slough. Results are pending.

Alternate Intake Projects Completed

Contra Costa Water District completed its Alternate Intake Project in July 2010 (Near-term Action #5).

The initial phase of the City of Stockton Delta Water Project is complete. The project can divert and treat 30 million gallons per day (mgd) from the San Joaquin River on Empire Tract, serving approximately one-third of Stockton's water needs. At full capacity in 2050, the plant will be able to treat 160 mgd.

DWR has proposed implementing the North Bay Aqueduct Alternate Intake Project to reduce fish entrainment, improve water quality, and provide reliable deliveries of SWP supplies to its contractors. Contractors include the Solano County Water Agency and the Napa County Flood Control and Water Conservation District. Public Scoping for the EIR was completed in January 2010; the Draft EIR is expected in late 2013.

Water Quality Improvements are Ongoing

In October 2011, the Central Valley Regional Board and the State Water Board approved amendments to the *Water Quality Control Plan* for the Sacramento River and San Joaquin River Basins. The Plan now includes a program for the control of methylmercury and total mercury in the Delta estuary. TMDL programs are

complete for the Cache Creek watershed, Bear Creek, and Harley Gulch. These watersheds are major contributors of inorganic mercury to the Delta. Implementation work is underway to reduce mercury loading from these watersheds. The State Water Board staff is developing statewide mercury objectives. Staff from a number of regions is developing statewide mercury TMDLs for 74 of the state's reservoirs impaired by mercury.

Numerous other agencies and programs are collecting data related to water quality and Delta fish and wildlife health, including the U.S. Environmental Protection Agency, the State Water Board, the Central Valley Regional Board, DWR, CDFW, and IEP. These efforts are coordinated through the Regional Monitoring Program and the Water Quality Monitoring Council.

Assessment

Since the *2012 Delta Vision Report Card*, ecosystem planning and coordination has improved, resulting in an improved grade from a "C" in 2012 to "C+" in 2013. However, a critical need still exists for streamlining and implementing pilot projects and smaller-scale restoration projects. These pilots will build knowledge and capacity essential for implementing the larger-scale restoration plans.

A large, bold, black "C+" is centered within a thin black rectangular border.

Planning Underway, Implementation Needed

Several agencies and organizations have made substantial and commendable efforts to plan habitat restoration in, and upstream of, the Delta and Suisun Marsh. Science programs have improved the understanding of ecosystem functions in the Delta to support a multi-stressor approach to ecosystem restoration. Land has been acquired and several restoration projects and pilot studies are underway. However, to address urgent habitat and species needs in the Delta in a way that informs additional future restoration projects, implementation must go faster. More pilot projects are needed, complete with monitoring and evaluation. Agency coordination has improved, but a complex mix of implementation responsibilities and approvals slows down project actions. The Delta Conservancy has begun convening a Delta restoration network to improve coordination and cooperation. Strong project management expertise is needed to drive projects to completion. Executive leadership must find ways to remove roadblocks and streamline implementation.

Flows Are a Critical Dilemma

Flows for the Delta ecosystem are a critical and controversial issue. The State Water Board is embarking on an aggressive schedule to update the *Bay-Delta Plan* and develop new flow objectives for Delta tributaries. The Governor, Legislature, Resources, CDFW, DWR, and DSC must provide the support and resources such that this effort can develop the appropriate, balanced flows to meet beneficial uses. The Governor and Legislature should provide the people and resources to ensure the State Water Board can meet the schedule. Resources, CDFW, and DWR should provide the necessary fisheries, habitat, and water management expertise. The DSC must provide the vision of how to achieve the Two Co-Equal Goals and the independent science to ensure objective analysis. With a strong commitment from all of these organizations, the State Water Board will be capable of fashioning a balanced update to the *Bay-Delta Plan*, with associated flow objectives, that meets the Two Co-Equal Goals.

Funding for ecosystem restoration comes from various sources. Funding must be aligned and integrated to advance understanding and increase the ability to scale projects. Moreover, funding must also be tied to specific performance outcomes. Monitoring and evaluation will be integral to determining progress toward the outcomes.

Ecosystem Restoration and Recovery Recommendations

The Delta Vision Foundation recommends the following actions to improve and accelerate restoration of the Delta ecosystem.

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta. Additionally, to guide planning and decision-making for water supply reliability and ecosystem restoration, the agencies should establish standards and requirements.

Note: The three agencies have improved coordination. They must continue to define and describe how the *Bay-Delta Plan Update*, *Bay-Delta Conservation Plan*, the *Ecosystem Restoration Plan*, and *Delta Plan* contribute to and achieve the Two Co-Equal Goals in an integrated manner. Only in this way, will stakeholders recognize the policy tradeoffs and opportunities for success.

2. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should develop an agreement (such as an MOU) and work plan to address coordination, funding, and implementation of near-term and mid-term ecosystem restoration actions. Other parties could include Federal agencies, local governments, the State and Federal Water Contractors Agency, non-governmental organizations, and others as appropriate.

Note: The ecosystem restoration implementation process still lacks a coherent strategy for managing implementation and streamlining approval processes.

3. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should identify several immediate restoration projects for joint execution through the Delta Conservancy.

Note: As a continuation of the MOU suggested above, specific project implementation plans should be developed for high priority pilot projects and restoration actions, particularly those that have been planned for five years or more.

Delta Vitality and Security

Goals

The DVSP establishes two goals needed to maintain the livelihoods and survival of Delta residents and support the broader State interests in risk reduction:

Goal 2: Recognize and enhance the unique cultural, recreational, and agricultural values of the California Delta as an evolving place, an action critical to achieving the Two Co-Equal Goals.

Goal 6: Reduce risks to people, property, and State interests in the Delta by effective emergency preparedness, appropriate land uses, and strategic levee investments.

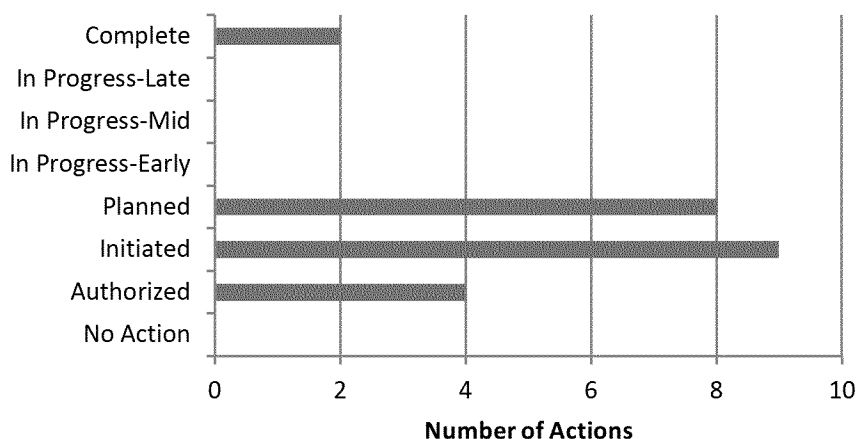
Progress and Accomplishments

The DVSP identifies 23 actions to achieve the goals for Delta vitality and security. These 23 actions are 29% complete, which is a slight two-year improvement over 25% complete in 2011.

Delta Progress

29%

Delta Actions Status



Delta Vitality and Security Legal and Procedural Milestones

2.1: Apply for Federal designation of the Delta as a National Heritage Area, and expand the State Recreation Area network in the Delta.

2.1.1 Apply by 2010 for the designation as a National Heritage Area.

2.4: Establish a Delta Investment Fund to provide funds for regional economic development and adaptation.

2.4.1 Delta Investment Fund

2.4.2 Delta Investment Fund Structure

2.4.3 Delta Investment Fund Management

6.1: Significantly improve levels of emergency protection for people, assets, and resources.

6.1.1 Delta Emergency Response Plan

6.1.2 Emergency Management Actions

Delta Is an Evolving Place

Strategies to achieve Goal 2 include: (1) applying for a Federal designation of the Delta as a National Heritage Area and expanding the State Recreation Area network in the Delta; (2) establishing market incentives and infrastructure to protect, refocus, and enhance the economic and public values of Delta agriculture; (3) developing a regional economic plan to support increased investment in agriculture, recreation, tourism, and other resilient land uses; and (4) establishing a Delta Investment Fund to provide funds for regional economic development and adaptation.

Risks Must Be Reduced

Risk reduction strategies of Goal 6 are three-fold: (1) significantly improve levels of emergency protection for people, assets, and resources; (2) discourage inappropriate land uses in the Delta region; and (3) prepare a comprehensive long-term levee investment strategy that matches the level of protection provided by Delta levees and the uses of land and water enabled by those levees.

Legal and Procedural Milestones (6)

The two Delta vitality and security actions establishing the Delta Investment Fund are complete, but the State investment has been inadequate. Three milestone actions related to NHA designation and emergency preparedness are well underway. The DPC completed a feasibility study of a proposed NHA designation and the proposed designation has been submitted in both houses of Congress. The Legislature established the Delta Investment Fund and granted management authority to the DPC with an initial allocation of \$250,000. As recommended by the Delta Vision Task Force, the fund is structured to accept revenues from Federal, State, local, and private sources. Cal EMA and other agencies have prepared a *Delta Multi-Hazard Mitigation Plan* and conducted an emergency response exercise in 2011 for a Delta flood event. Cal EMA and FEMA are preparing a *Northern California Catastrophic Flood Response Plan*, expected to be completed in 2014. DWR continues to expand emergency response resources in the Delta.

Other Strategies and Actions (17)

The DVSP recommends many activities to maintain the economic, cultural, recreational, geomorphologic, and agricultural vitality and security of the Delta.

Agencies Taking Action

DPC completed the *Economic Sustainability Plan for the Delta (ESP)* and submitted it to the DSC. The ESP considered the actions identified in Goal 2 of the DVSP. The ESP includes 33 recommendations to protect and support development of the agricultural economy and other sectors in the Delta. DSC has incorporated many of the recommendations into the *Delta Plan*. The ESP and *Delta Plan* also incorporate recommendations from the DPR report on recreation opportunities in the Delta (April 2011).

In December 2010, DPC completed its evaluation of proposed expansion of the Delta Primary Zone as directed by the Legislature. Following the completion of the ESP, DPC elected not to recommend any change in the Delta Primary Zone to the Legislature. DPC has subsequently clarified the boundaries of Primary Zone based on more accurate maps of 1992 urban limit lines and spheres of influence.

DWR prepared the *Central Valley Flood Protection Plan (CVFPP)*, which was approved by the Central Valley Flood Protection Board (CVFPB).

Delta Vitality and Security Other Strategies and Actions
2.1: Apply for Federal designation of the Delta as a National Heritage Area, and expand the State Recreation Area network in the Delta.
2.1.2 State Recreation Area Network
2.2: Establish market incentives and infrastructure to protect, refocus, and enhance the economic and public values of Delta agriculture.
2.2.1 Agricultural Support Programs
2.2.2 Agricultural Sustainability Research and Development
2.2.3 New Agricultural Markets
2.3: Develop a regional economic plan to support increased investment in agriculture, recreation, tourism, and other resilient land uses.
2.3.1 Regional Economic Development Plan
2.3.2 Special Enterprise Zones
6.1: Significantly improve levels of emergency protection for people, assets, and resources.
6.1.3 Highway protection strategies
6.1.4 Infrastructure protection strategies
6.2: Discourage inappropriate land uses in the Delta region.
6.2.1 Land Use Oversight – Cosumnes/Mokelumne floodway and the San Joaquin/South Delta lowlands
6.2.2 Land Use Oversight – Bethel Island, the city of Isleton, and Brannan-Andrus Island
6.2.3 Local Response Plans
6.2.4 Land Use Strategy – Sherman, Twitchell, and Jersey Islands
6.3: Prepare a comprehensive long-term levee investment strategy that matches the level of protection provided by Delta levees and the uses of land and water enabled by those levees.
6.3.1 Delta Levee Investment Plan
6.3.2 Delta Levee Priorities for \$750 million of Bond Funds
6.3.3 Delta Levees Classification Table
6.3.4 DWR Levee Subventions Program
6.3.5 Continuing Authority for Levee Priorities and Funding

Much of the Delta is now in Enterprise Zones, with enterprise zones for San Joaquin County, Sacramento, and Pittsburg. The new Sacramento Enterprise Zone received its final designation January 12, 2012, and has an expiration date of 2024. On April 10, 2012, Housing and Community Development issued a final Enterprise Zone designation to Pittsburg, adjacent to the Delta, with an expiration date of 2027.

The DSC has included regulations in the draft *Delta Plan* to control land use in potential flood plain areas (as well as other areas to be reserved for Delta habitat or conveyance).

Caltrans completed a statewide analysis of the costs and benefits of highway protection strategies and adopted a policy based on its findings on May 16, 2011. The report is intended for use by Caltrans Planning staff and Project Development Teams to determine whether and how to incorporate sea level rise into the programming and design of projects.

Important Actions Slow to Develop

In 2010, DWR prepared a draft Delta levees investment framework for the DSC. DWR is finalizing the framework in 2013. The *Delta Plan* includes a policy in which DSC will work with DWR and the CVFPB to develop a Delta levee investment strategy by January 2015. To date, neither DWR nor DSC has defined a plan or priorities for improving Delta levees and investing the Proposition 1E dollars.

The DPC completed the *Economic Sustainability Plan* for the Delta and is now working with the Conservancy and others to improve signage throughout the Delta. Other economic development actions are still in development.

Assessment

Continued delays in planning, prioritizing, and investing in Delta levees and inadequate funding to implement economic development activities result in a declining grade from a “C” to a “C-” for 2013.



Delta Economic Issues Identified

The DPC did substantial work in the *ESP* that contributes to the understanding of the Delta economy and how it might be improved. The report also highlights the needs for levee improvements to protect the local economy and important infrastructure. Important elements of the *ESP* have been incorporated into the *Delta Plan*. The DPC and DSC should continue and expand identification of innovative programs for the Delta and work with the Department of Food and Agriculture (CDFA) and the U.S. Department of Agriculture (USDA) to identify additional support and funding for Delta economic development.

Emergency Management Advances

In 2010, Cal EMA, DWR, DPC, and the five Delta counties coordinated effectively in developing emergency management recommendations in the *Delta Multi-Hazard Mitigation Plan*, as required by SB 27. Since that time, coordination efforts have continued through the Delta Working Group. Cal EMA and DWR continue to advance emergency preparedness and response planning. DWR continues to improve materials stockpiles and expects to have three materials transfer facilities built in the Delta by the end of 2014. Continued attention and focus is needed for catastrophic Delta risks, particularly from seismic events. The *Northern California Catastrophic Flood Response Plan* and DWR emergency response planning should continue and prepare for multiple island failures.

As part of catastrophic event planning, the State should convene, in collaboration with Federal agencies, a broad group of experts engineering, disaster, construction, hydraulics and hydrology and cost-estimation experts. This group can consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event. This effort would provide: (1) better response and rescue planning; (2) a better understanding of likely consequences of such disasters and the real value of short-term preparations and comprehensive long-term solutions; (3) insight for “user pays” distribution of

financial responsibilities; and (4) knowledge of the types of near-term actions, planning, and rehearsal that would reduce the impact of such disasters.

Levee Investment Strategies Stall

DWR prepared a draft Delta levee investment framework in 2010. Since that time, the DSC and DWR have focused efforts on the *Delta Plan* and the *CVFPP*, which both anticipate developing levee investment priorities over the next three to five years. In the *Delta Plan*, DSC identified general priorities to guide near-term DWR levee improvements until 2015. DWR is completing its framework in 2013. Neither DSC nor DWR is demonstrating the level of urgency and focus necessary to address levee risk. Meanwhile, these agencies and others fritter away the Proposition 1E funds intended for on-the-ground improvements. As the *2011 and 2012 Delta Vision Report Cards* noted, because of the substantial risk associated with many Delta levees and the urgent need to protect and secure these levees and the infrastructure they protect, DWR and DSC should immediately identify the near-term levee actions and the investment strategies to guide long-term action.

Some Actions Lag

Several agencies have not yet demonstrated action or progress on assigned actions. DWR is coordinating with the five local communities specified (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous), but no land management or risk reduction plans have been developed for these communities. DWR, DPC, and Cal EMA should immediately work with these five communities to assess response needs and assist the communities in preparing land management and risk reduction plans. The *DVSP* recommends that the Department of Transportation (Caltrans) conduct a comparative costs and benefits analysis of highway protection strategies. DSC has noted that it will consult with Caltrans. Caltrans has identified the risks of sea level rise for State Routes 12 and 160, but immediate plans and actions are needed to address those risks and risks on State Route 4.

Delta Vitality and Security Recommendations

The Delta Vision Foundation recommends the following actions to improve and accelerate actions to increase Delta vitality and security.

1. The Delta Protection Commission and Delta Conservancy should increase coordination and cooperation with the Department of Food and Agriculture, Federal Natural Resource Conservation Service, and others regarding economic development opportunities in the Delta.
2. The Department of Water Resources, in coordination with the Delta Protection Commission, Emergency Management Agency, and the U.S. Army Corps of Engineers, should develop and implement a work plan and schedule for completing local land management and risk reduction plans for the five priority communities in the Delta (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous).
3. The Department of Transportation should complete the analysis of highway protection strategies for the Delta and construct improvements.
4. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions.
5. The Delta Stewardship Council should immediately initiate its development of the levee investment priorities, including stakeholder engagement and coordination with the Department of Transportation and a workgroup with the California Public Utilities Commission, California Energy Commission, and all public utilities that own facilities in the Delta.
6. The Director of the Department of Water Resources should immediately direct money from Proposition 1E and other available sources to fund levee improvements needed to protect water delivery infrastructure in the Delta and through-Delta water conveyance channels.
7. The State should convene, in collaboration with Federal agencies, a broad group of experts, including levee engineers with seismic experience and disaster experience, construction and cost-estimation experts, hydraulics and hydrology experts, military personnel, and other disaster response experts, and others to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event.

Water Supply Reliability

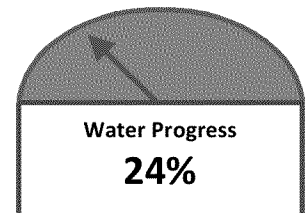
Goals

The DVSP establishes two goals needed to ensure water supply reliability:

Goal 4: Promote statewide water conservation, efficiency, and sustainable use.

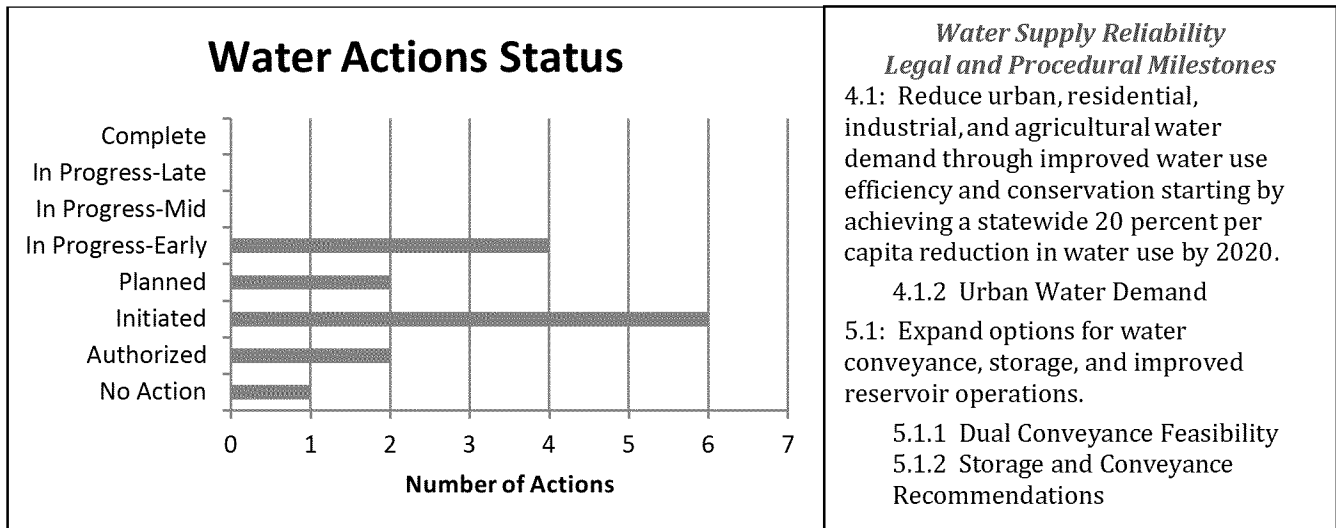
Goal 5: Build facilities to improve the existing water conveyance system and expand statewide storage, and operate both to achieve the Two Co-Equal Goals.

The supply of water in California, almost all from rain and snowfall, has not increased in more than a century. But, as California's population continues to grow, water demand will continue to increase. This means that future water supply reliability in California can only be ensured if: (1) per capita water use is reduced; (2) water is more effectively stored; and (3) it is reliably conveyed through, and around, the Delta to where it is needed. Increased water supply reliability can be achieved through diversifying regional water supply portfolios and expanding options for water conveyance, storage, and improved reservoir operations. New and existing water facilities can be operated to increase water supply reliability and restore the Delta ecosystem by reducing demand on the Delta in dry years and increasing diversion and storage in wet years.



Progress and Accomplishments

The DVSP identifies 15 actions to achieve the water supply reliability goals. These actions are 24% complete, which is a moderate two-year improvement over 14% in 2011.



Legal and Procedural Milestones (3)

Guidance Issued to Reduce Urban Water Demands

The legislature established statewide urban water conservation goals. To help local water agencies meet these goals, DWR issued guidelines for preparing Urban Water Management Plans. For the 2010 update, urban water suppliers submitted a total of 381 Urban Water Management Plans. DWR developed regulations defining the measurement of commercial, industrial, and institutional process water. The California Water Commission approved the regulations in February 2011. DWR is convening a technical committee to review and recommend new demand management measures.

Dual Conveyance Feasibility Study Advances

The Natural Resources Agency continued evaluation of conveyance alternatives as part of the BDCP process. Administrative draft documents were released to the public from March to May 2013. The proposed project includes construction and operation of a north of Delta diversion up to 9,000 cubic feet per second (cfs) to be operated in conjunction with, and preferentially to, south Delta diversion facilities, (except at times necessary to meet fish conservation goals). Other dual conveyance alternatives are also evaluated. The public draft environmental review is planned for October 2013.

Storage Planning Deferred

The 2009 water legislation provides general statements regarding the importance of storage for improving water supply reliability, but there is no additional direction to DWR. The proposed water bond (SBX7-2) would provide funding for the public benefits associated with storage and conveyance. The *Delta Plan* recommends completion of the CALFED storage investigations by December 31, 2012. DWR and Reclamation did not meet this deadline.

In November 2010, DWR published a progress report on the CALFED storage investigations. That report notes that the four storage projects discussed could produce a long-term average increase in annual yield of approximately 800,000 acre-feet. DWR has indicated that feasibility studies and public draft environmental reviews for North of Delta Offstream Storage, Temperance Flat, and Los Vaqueros Reservoir Expansion will be released between summer 2013 and fall 2014. The Bureau of Reclamation plans to release the public draft environmental review for Shasta Enlargement in summer 2013.

Other Strategies and Actions (12)

The other strategies and actions to achieve water supply reliability goals include those that promote urban and agricultural water conservation, increase regional water supply self-sufficiency, or provide for enhancements to storage and conveyance systems.

Conservation Requirements Advance

DWR is working with the State Water Board, California Public Utilities Commission, and other agencies to develop a common water use reporting form and database by 2014. In addition, DWR developed, and the Water Commission approved, conservation regulations regarding industrial process water and agricultural water measurement. DWR received 21 Agricultural Water Management Plans by the December 2012 deadline.

Diversification of Regional Water Portfolios Supported

Regional water portfolio diversification focuses on self-sufficiency through flexible water management strategies. These strategies include optimizing available water supplies, developing new local supplies, and managing demand.

As part of the *California Water Plan Update 2013*, DWR is updating the statewide drought contingency plan, which will serve as a model for regional and local water agencies. Local and regional water agencies are

***Water Supply Reliability
Other Strategies and Actions***

4.1: Reduce urban, residential, industrial, and agricultural water demand through improved water use efficiency and conservation starting by achieving a statewide 20 percent per capita reduction in water use by 2020.

4.1.1 Statewide Water Use Efficiency and Conservation

4.1.3 Agricultural Water Use Efficiency

4.2: Increase reliability through diverse regional water supply portfolios.

4.2.1 Water Recycling

4.2.2 Desalination

4.2.3 Stormwater

4.2.4 Surface Water and Groundwater Diversion Data Collection

4.2.5 Drought Contingency Plans

4.2.6 Integrated Water Management

5.1: Expand options for water conveyance, storage, and improved reservoir operations.

5.1.3 Surface and Groundwater Storage and Conveyance Facilities

5.2: Integrate Central Valley flood management with water supply planning.

5.2.1 Reservoir Operations

5.2.2 Lower San Joaquin River Flood Bypass

5.2.3 Watershed Infiltration

required to address drought and water shortage planning as part of their Urban Water Management Plans, which were due to DWR by August 2011.

DWR awarded \$9 million for additional IRWM planning grants in November 2012. Local Groundwater Assistance Grants will be awarded in summer 2013 (\$4.7 million). Round 2 Stormwater Flood Management Grants will be awarded in July 2013 (\$92 million). Round 2 Implementation Grants will be awarded in September 2013 (\$131 million).

More water reporting data is being collected. The State Water Board has initiated water diversion reporting requirements. The Legislature directed, and DWR has developed, a monitoring and reporting program for groundwater levels across the state.

Storage Investigations Ongoing

In the past decade, DWR conducted a number of storage investigations to evaluate how surface storage and conveyance could be improved. With their status report released in November 2010, the agency described the steps necessary to complete the investigations. As noted above planning documents are expected over the next year and a half.

A number of other actions are continuing to improve storage. Construction of an expansion of Los Vaqueros reservoir is now complete. DWR is conducting a study of re-operating the SWP to achieve multiple objectives of improved water supply reliability, flood risk reduction, and ecosystem restoration. This study is coordinated with the Bureau of Reclamation to evaluate similar improvements with CVP facilities.

DWR FloodSAFE and the U.S. Army Corps of Engineers (USACE) are evaluating revised reservoir flood storage requirements. DWR evaluated and recommended flood bypass improvements as part of the *Central Valley Flood Protection Plan*. DWR is testing a nonphysical barrier at Georgiana Slough. Studies of nonphysical barriers at the Head of Old River in 2009 and 2010 indicated that they were effective at redirecting fish—although predation at the structures was high in low water conditions.

Assessment

The completion of regulations and guidelines for implementing water use efficiency and continued state investment in regional water management are positive steps for water supply reliability. At the same time, planning and evaluation of the BDCP has advanced. However, continued and ongoing failure to integrate storage with conveyance and flood management with water supply indicate that the State is not planning or implementing a water management system to achieve the Two Co-Equal Goals. Ongoing delays with interim actions, such as improved through-Delta conveyance and barriers to improve water quality, continue. These ongoing gaps have resulted in the same grade as 2012, a “C-” in 2013, in spite of advances BDCP planning and state guidance for regional water management.



“Soft-side” Solutions Underway

Action by DWR, the Water Commission, and DSC to improve regional self-sufficiency through water use efficiency regulations and guidelines, integrated regional water management guidelines and incentives, and *Delta Plan* policies is commendable. Monitoring and reporting procedures are being established for diversions, agricultural water use, groundwater, and urban conservation.

Long-term Solutions Lack Integration for Success

The State lacks a coherent strategy to improve water management facilities needed to improve water supply reliability and restore the Delta ecosystem. Critical gaps in strategy exist for near-term, interim, and long-term facilities planning. The BDCP planning process, which is demanding the vast majority of staff resources and expending tens of millions of dollars per year, has failed to effectively plan for the fundamental facilities

necessary to make it successful. That is, without both upstream and downstream storage linked to conveyance facilities, DWR (and Reclamation) will be unable to manage water for families, farms, factories, and fish. With storage, they could decrease diversion in dry years to protect fish and increase diversion in wet years to store water for people.

The only way to stabilize water supplies for water users and increase flows at critical times in the Delta is to increase the flexibility in the water management system. Surface and groundwater storage are critical for increasing flexibility in the system to reduce flood flows, capture surplus water, and store water for both people and the environment. Unfortunately, storage investigations are underfunded, proceed slowly, and are not linked effectively to conveyance facility sizing and operations. Water contractors have given little or no commitment or assurances that they will increase local or regional surface or groundwater storage to reduce dry year demands. Without these components, long-term solutions will not achieve the Two Co-Equal Goals.

Near-term and Interim Actions Ignored

Critical near-term and interim actions to protect Delta water supplies are not advancing. The State lacks a coherent plan for securing or improving through-Delta water supplies. There are no plans, priorities, or actions to secure critical levees that protect water supply from the risk of earthquake failure. With a thoughtful strategy and plan, the State could reduce risks to high priority islands that protect water supply, critical infrastructure, local land uses, and the Delta ecosystem. Studies of potential near-term actions to reduce fish entrainment at the south Delta pumps have stalled. The investigation of Franks Tract and channel barriers to improve water quality and potentially improve fish migration has also stalled. There is encouraging work on pilot studies to improve water management for delta smelt and salmon migration, but these potential actions must be linked to measures that improve water supply reliability.

Water Supply Reliability Recommendations

The Delta Vision Foundation recommends the following actions to improve and accelerate actions to increase water supply reliability.

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should develop a joint approach for defining water supply reliability and setting the objectives for the Delta immediately. The agencies should further establish standards and requirements to guide planning and decision-making about water supply reliability and ecosystem restoration.
2. The Delta Stewardship Council and Natural Resources Agency should develop or improve policies and legal requirements to link storage, conveyance, and regional water management to ensure the “more in wet, less in dry” strategy. This linkage will enable the agencies to evaluate and demonstrate the benefits of operational flexibility in achieving the Two Co-Equal Goals, and ensure the right-sizing of planned facilities.
3. The Natural Resources Agency, Department of Water Resources, and Delta Stewardship Council, working with Federal partners and local interests, should immediately develop a strategy and work plan for accelerating actions to secure and improve through-Delta conveyance.
4. The Department of Water Resources should compile and report quantifiable information on how each region of the state uses Delta watershed water and how each region plans to reduce future reliance on the Delta in meeting their future water needs.

This page intentionally left blank.

Section 3

Leadership, Effectiveness and Cooperation

Introduction

This section describes the Delta Vision Foundation (DVF) assessment of, and recommendations for, leadership and effectiveness of the Governor's administration, the Legislature, and State agencies with primary responsibility for implementing the actions described in the *Delta Vision Strategic Plan (DVSP)* and subsequent implementing legislation. This report reviews the following State agencies:

- Delta Stewardship Council (DSC)
- Natural Resources Agency (Resources)
- Department of Water Resources (DWR)
- Department of Fish and Wildlife (CDFW)
- Sacramento-San Joaquin Delta Conservancy (Conservancy)
- Delta Protection Commission (DPC)
- State Water Resources Control Board (State Water Board)
- Central Valley Regional Water Quality Control Board (Regional Board)
- California Water Commission (CWC)
- Emergency Management Agency (Cal EMA)
- Central Valley Flood Protection Board (CVFPB)
- Department of Food and Agriculture (CDFA)
- Science Programs

The section also evaluates the following Federal agencies coordinating and cooperating to achieve the Two Co-Equal Goals.

- Department of the Interior (DOI)
- Bureau of Reclamation (Reclamation)
- U.S. Fish & Wildlife Service (USFWS)
- Department of Commerce, National Marine Fisheries Service (NMFS)
- U.S. Environmental Protection Agency (USEPA)
- U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

This section also includes an evaluation of stakeholder cooperation.

Future evaluations will include other State and Federal agencies with responsibilities and activities in the Delta, including the California Department of Transportation, California Public Utilities Commission, and U.S. Army Corps of Engineers.

Measuring Leadership and Effectiveness

For each State or Federal agency evaluated, DVF considers seven essential elements of effective program planning and accomplishment listed below (Table 3-1). For the *2013 Delta Vision Report Card*, the DVF asked each agency to provide a self-evaluation, which included the following topics:

- Status of the Two Co-Equal Goals.
- Grade for overall leadership and effectiveness (considering the seven elements).
- Planned actions to improve performance in the next year.
- Performance metrics for the Two Co-Equal Goals and the Delta.
- Recommendations to DVF and others.

Table 3-1. Core Elements of Agency Leadership and Effectiveness

Leadership	Does the management team demonstrate leadership that maximizes the efforts of others towards the achievement of the Two Co-Equal Goals?
Management	Has the management team defined the purpose for its actions and follow a work plan, schedule, budget, and approach for adapting to change?
Capacity	Has the organization secured and assigned capable people tools, and necessary funding to be effective?
Science	Is the organization identifying, developing, and using objective data, information, and knowledge to evaluate actions and consequences?
Coordination	Is the organization communicating and aligning with other people, programs, and issues to ensure that critical linkages with other actions are considered and maintained?
Action	Is the organization acting decisively to develop recommendations, make decisions, and implement actions that advance the <i>Delta Vision Strategic Plan</i> and subsequent legislation?
Accountability	Has the organization established processes and mechanisms to evaluate progress and results and is this information used to improve their effectiveness?

The DVF completed its evaluation by reviewing the self-evaluations and input from stakeholders, agency staff, and members of the public.

As part of the effort to identify a letter grade for each agency or organization, DVF prepared a qualitative scoring methodology for each of the core elements. Each of the seven elements has been ranked on a five-point, color-coded scale (as shown in the box to the right). Figure 3.1 shows an example summary graphic. A summary graphic for each agency follows below.

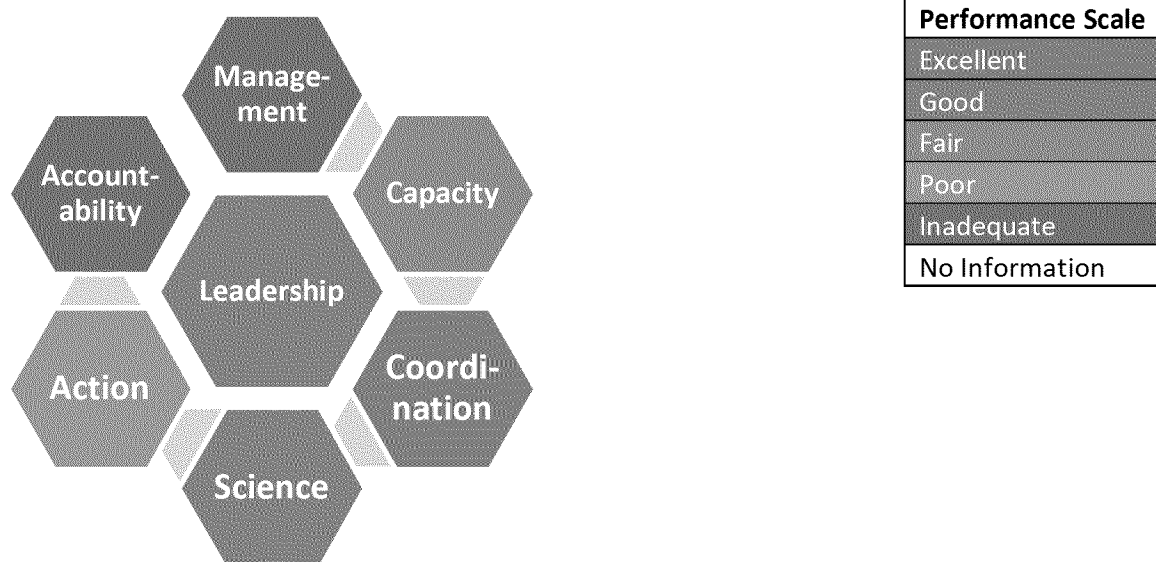


Figure 3-1. Example Agency Performance Summary

Evaluation Grades

The 2013 grades for State and Federal agencies acknowledge the broad and intense level of effort and coordination demonstrated in all areas. There is no question that management and staff at the core of Delta issues are committed to progress and are working diligently to coordinate some activities across multiple agencies. Important planning processes have produced results in the form of the *Delta Plan*, *BDCP* and the environmental review, and the *Central Valley Flood Protection Plan*.

However, the grades also reflect increasing expectations for resolution of key issues, linked actions and implementation, and performance accountability. There is no question that the Delta poses numerous complex challenges, but compartmentalizing these challenges will not achieve the sought after results. Consequently, the 2013 grades also consider how agencies are working to resolve core conflicts, integrate actions into a workable statewide solution, implement near-term actions, and measure results.

As a result, the grades reflect the DVF evaluation of overall progress toward implementation of workable solutions that achieve real improvement in water supply reliability, ecosystem function, and protection and enhancement of the Delta.

Summary Report Card on Leadership and Effectiveness

As with the 2011 and 2012 Delta Vision Report Cards, the DVF in 2013 recognizes and acknowledges the State and Federal agencies' dedicated efforts to implement the *DVSP*. Across all agencies, managers and staff are working diligently to find the means to achieve the Two Co-Equal Goals, while protecting and enhancing the Delta as an evolving place. The *2013 Delta Vision Report Card* praises the efforts shown over the past four years. However, the tenuous ecological conditions in the Delta, precarious statewide water supply, and increasing polarization regarding actions and priorities demand a return to the foundational agreements and integrated approaches represented in the *DVSP*. Accordingly, the State must continue to demonstrate vision and leadership for all of the linked actions necessary make the state's water supply and the Delta's ecosystem and economy sustainable for the long-term.

State of California

The *2013 Delta Vision Report Card* evaluates implementing agencies for their leadership, strategic direction, coordination, results, and accountability. Given feedback from some State Agencies that they think past DVF grades have been unfair and did not fully recognize all their work, DVF asked each agency this year to complete a self-evaluation to provide the public and policymakers with the most complete information and transparency on accountability. DVF also completed an assessment as in the past. Both results are summarized below. DVF did not ask for evaluations from the Legislature or the Governor's Office. Agencies noted with a dash (–) declined to participate in the self-assessment. Whether or not State Agencies chose to participate in this *Report Card* process, the State of California overall needs to foster a culture of accountability for results and increased transparency on performance.

<i>Table 3-2. State Leadership and Effectiveness Summary</i>			
<i>Organization</i>	<i>Self</i>	<i>DVF</i>	<i>Comments</i>
Legislature	NA	C	Limited oversight of Delta actions and inadequate near- and long-term funding of Delta governance and implementation since 2009 legislation. Need to re-engage now.
Governor's Administration	NA	C+	Improved direction to State Administration, but no defined vision or strategy to link and integrate actions, develop workable programs, and secure funding. Narrow focus on one part of the solution, BDCP.
Delta Stewardship Council	B+	B	Completed <i>Delta Plan</i> , but deferred important, tough issues – levees, near-term actions, performance measures, and implementation.
Natural Resources Agency	–	B	Advanced BDCP analysis and rollout—high level of effort and outreach. Inadequate coordination of linked, integrated actions to develop a workable solution. Decision-making approach lacks responsiveness to full range of stakeholders. Lack of focus on near-term actions.

Table 3-2. State Leadership and Effectiveness Summary

Organization	Self	DVF	Comments
Department of Water Resources	–	B	Advanced BDCP analysis and rollout—high level of effort. Supported progress in emergency preparedness and regional water management. Consumed by BDCP planning at the expense of critical investments in Delta levees and conveyance and demonstration of statewide integration.
Department of Fish and Wildlife	–	B	Improved leadership and coordination regarding BDCP. Ecosystem restoration planning is coordinated with others but lacks management strategies and deadlines to drive implementation.
Sacramento-San Joaquin Delta Conservancy	A	A-	Developed and implemented effective strategies and relationships with limited budget. Needs near-term projects and funding to demonstrate success.
Delta Protection Commission	A	A-	Represented Delta interests effectively. Advanced initiatives and assignments successfully. Needs funding and partnerships to achieve multiple benefits.
State Water Resources Control Board	A	A-	Advanced its strategic plan, reassigned resources to address highest priorities and improved coordinated action with the Regional Boards. Effectively seeking sound science. Needs to maintain focus for tough balancing decisions ahead.
Central Valley Regional Water Quality Control Board	A	A-	Coordinated strategies with State Water Board. Advanced programs and requirements to address critical water quality issues. Improved collaboration among monitoring programs.
California Water Commission	B+	B+	Adopted a strategic plan and approved regulations for urban and agricultural water use. Supported and advanced water storage and integrated water management. Needs to continue action on water storage, levees, and the SWP.
Emergency Management Agency	B+	B+	Continued effective coordination and enhancement of Delta emergency management. Initiated <i>Northern California Catastrophic Flood Response Plan</i> .
Central Valley Flood Protection Board	–	B+	Approved CVFPP. Initiated coordination with <i>Delta Plan</i> and other processes. Needs more alignment among flood, water, ecosystem actions and on Delta levee strategies.
Department of Food and Agriculture	A+	B+	Coordinated effectively with other State agencies and the agricultural community on Delta planning issues. Needs strategy to localize and implement Ag Vision 2030 to Sacramento, San Joaquin, and Delta regions.
Science Programs	B+	B+	Advanced coordinated science, science plan, and identification of key policy-science questions. Provided valuable independent review. Need resources to synthesize and communicate science efforts.

Federal Agencies

The 2013 Delta Vision Report Card also evaluates the Federal agencies for their leadership, strategic direction, coordination, results, and accountability. Previous report cards evaluated the Federal agencies as a whole. This year's evaluation provides an individual assessment, based on a self-evaluation and the DVF assessment. Table 3-3 summarizes the results for the Federal agencies evaluated. Agencies noted with a dash (–) declined to participate in the self-assessment.

Table 3-3. Federal Leadership and Effectiveness Summary

Organization	Self	DVF	Comments
Department of the Interior	–	C+	Provided strong leadership and coordination of federal participation in BDCP and biological opinions. Inadequate progress on storage. Uncertain commitment of new leadership for near-term future.
Bureau of Reclamation	C+	C+	Provided strong leadership and coordination of federal participation in BDCP and biological opinions. Inadequate progress on storage and linkages to conveyance.
U.S. Fish & Wildlife Service	B	B	Coordinated effectively with state and federal agencies. Provided planning, science, and regulatory oversight to critical Delta processes. Needs resources and coordinated decision-making to resolve key issues for BDCP and implementation actions.
National Marine Fisheries Service	B+	B+	Provided strong leadership, management, and coordination. Improved strategies for science collaboration. Uncertain impacts of agency reorganization.
U.S. Environmental Protection Agency	B	B	Developed coordinated strategy for Bay-Delta, focused on water quality and restoration. Improved coordination with the State Water Board. Need resources and follow-through to implement.

Linkage and Integration is Essential

In the *2011 Delta Vision Report Card*, DVF stressed the urgency for action and the essential importance of leadership. Fortunately, there has been improvement in leadership and coordination over the past two years in all agencies. There is more shared knowledge and a better understanding of the inherent interconnectedness of the agencies with regards to the Delta. Leaders and managers are coordinating better on major programs. Science programs are more closely integrated with policy decisions and efforts to implement more collaborative science are increasing.

As of 2013, coordination among agencies is not sufficient to assure workable solutions and earn public trust. Agencies and stakeholder must develop mechanisms to link the major components of the DVSP (and subsequent implementing legislation) into a cohesive strategy to assure progress in all areas—levees, conveyance, storage, ecosystem restoration, flood management, water quality, economic development, among others. These linkages are the first, and most important, step in resolving the historic conflicts about the Delta and building public trust that the State will implement solutions that solve the Delta challenge.

For example, the State has not articulated an approach that effectively links habitat, conveyance, storage, and water operations in a way that enhances ecosystem function and improves water supply reliability through the “big gulp-little sip” strategy. The *Delta Plan* has been approved, but does not yet describe a long-term vision and plan with linked performance measures to track progress toward the Two Co-Equal Goals and Delta protection and enhancement. The *Central Valley Flood Protection Plan* was approved on time, but integrated flood management, ecosystem, and water supply actions are one or two study cycles in the future.

In spite of these examples, the Delta Vision Foundation finds reason for optimism. The opportunity is now to negotiate among agencies and stakeholders to fashion commitments and assurances to link and integrate actions in a workable solution.

State Legislature

The California Legislature, along with the Governor, is responsible for establishing the overall policy direction for the State's water, environmental, and Delta issues. They do this through legislation, funding, oversight, and executive appointments.

C

Strengths and Accomplishments

- Established the policy direction and governance for implementing the *Delta Vision Strategic Plan* through the 2009 Delta Reform Act and companion legislation.
- Conducted oversight hearings regarding BDCP.
- Initiated discussions of 2014 water bond revisions.

Challenges and Areas for Improvement

- Substantial number of new members and some new leadership for key committees.
- Insufficient funding for Delta implementation agencies and science programs.
- Insufficient oversight and public accountability established for 2009 water legislation.
- No action to consider long-term, stable funding mechanisms for state oversight and regional implementation; over-reliance on bond funding.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve State leadership and direction for implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Maintain funding for habitat restoration, storage, and regional water management in the water bond.
2. Establish commitments and assurances to link and integrate Delta and statewide actions through bond requirements and legislative requirements.
3. Secure funding for Delta implementation and science activities for the next five years.
4. Establish appropriate legislative oversight and public accountability for near-term actions, BDCP, flood management and levees, ecosystem restoration, water storage, and regional water management.

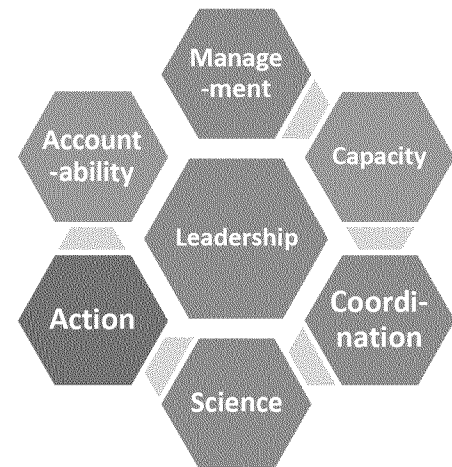


Figure 3-2. State Legislature Performance Summary

Governor's Administration

C+

Overview

The Governor's Administration, along with the State Legislature, is responsible for establishing the overall policy direction for the State's water, environmental, and Delta issues. The Governor sets policy and coordinates implementation through leadership direction and decisions, executive appointments, resource allocation, and budget recommendations.

Strengths and Accomplishments

- Directed State agencies to work across functional areas to meet California's challenges.
- Set policy direction for addressing conveyance and habitat through BDCP.
- Issued executive order to streamline approval process for water transfers.
- Appointed capable leaders to key agency, board, and commission positions.
- Increased attention and focus on resolving historic water, environmental, and economic conflicts.

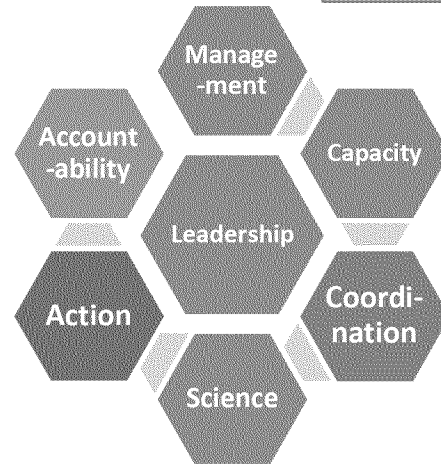


Figure 3-3. Governor's Administration Performance Summary

Challenges and Areas for Improvement

- No policy direction yet to State agencies to plan, implement, and operate to achieve the Two Co-Equal Goals.
- Little or no concerted direction to implement near-term actions.
- Narrow focus on BDCP and conveyance is missing critical elements needed to ensure workable solution for California, which is polarizing stakeholders.
- Implementation structures lack effective independent oversight to ensure public accountability.
- Planning processes lack effective mechanisms for responding to public issues and negotiating or mediating resolution of conflicts.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve State leadership and direction for implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Immediately direct State agencies, through executive order, to plan, implement, and operate to achieve the Two Co-Equal Goals.
2. Through policy directives, articulate the State leadership plan for implementing the linked, integrated actions to achieve the Two Co-Equal Goals, consistent with the *Delta Vision Strategic Plan* and subsequent implementing legislation.
3. Establish, by executive order, a Delta Strategic Action Team of State and Federal agencies, along with a Stakeholder Oversight Committee, to define the management plan, schedule, performance outcomes, and public accountability procedures for implementing the State leadership plan. Incorporate the requirement of the Delta Stewardship Council Implementation Committee into the Delta Strategic Action Team.
4. Prepare budget proposals to establish secure, long-term funding sources for critical regulatory, oversight, science, and Delta implementation functions.
5. Immediately direct State resources to implement near-term actions to protect lives, secure water conveyance systems, restore critical habitat, and improve fish protection and water quality.

State Agencies with Primary Implementation Responsibilities

Delta Stewardship Council

B

Overview

The Delta Stewardship Council (DSC) was established by the 2009 water legislation (SBX7-1). The legislation directs the DSC to develop, adopt, and implement by January 1, 2012, a legally enforceable, comprehensive, long-term management plan for the Sacramento-San Joaquin Delta and the Suisun Marsh—the *Delta Plan*—to further the Two Co-Equal Goals. The legislation also directed the DSC to review and consider the strategies and actions of the *Delta Vision Strategic Plan (DVSP)*.

Strengths and Accomplishments

- Completed and approved *Delta Plan* and implementing regulations.
- Implemented an iterative process to develop *Delta Plan*.
- Worked diligently with stakeholders to address and resolve various issues.
- Solid efforts to drive improved science programs and collaboration.

Challenges and Areas for Improvement

- Deferred critical issues regarding near-term actions, levee investment priorities, performance measures, and implementation planning.
- Excessive focus on legal enforcement and diminished efforts to define overall implementation strategies, linkages, and near-term priorities.
- Implementation leadership and coordinated action now critically important to link and integrate actions.
- Needs improved processes for convening stakeholders to resolve critical issues.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Delta Stewardship Council in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Work with the Governor to establish the Delta Strategic Action Team, consistent with the DSC's role in establishing a Delta Plan Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation. Immediately describe a near-term action plan to be implemented through the Delta Strategic Action Team.
2. Develop unambiguous, concise description of expected outcomes and policy level performance measures; begin assessment and reporting immediately.
3. Immediately implement efforts to develop levee investment priorities, with effective stakeholder engagement to address and resolve issues.
4. Work with stakeholders and the Delta Strategic Action Team to develop or improve policies to link water storage, water conveyance, levee improvements, regional self-sufficiency, and ecosystem restoration through improved water management and investment.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

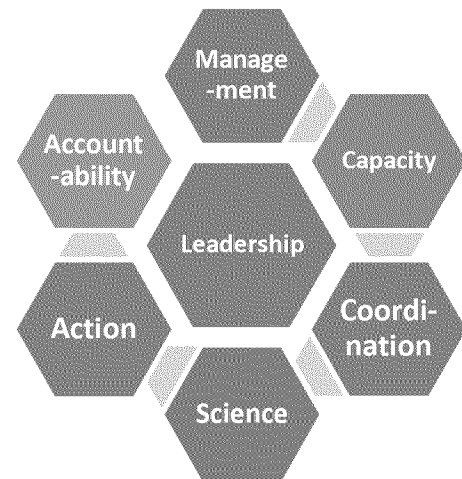


Figure 3-4. Delta Stewardship Council Performance Summary

California Natural Resources Agency

B

Overview

The California Natural Resources Agency (Resources) manages the State efforts to restore, protect, and manage natural, historical, and cultural resources. The departments and organizations within Resources with primary responsibility for Delta issues include: the Department of Water Resources (DWR); Department of Fish and Wildlife (CDFW); Delta Protection Commission (DPC); and Sacramento-San Joaquin Delta Conservancy (Conservancy).

Strengths and Accomplishments

- Led substantial progress in planning and analysis for BDCP; released administrative drafts for public review.
- Continued outreach with all stakeholder interests; improved local coordination in some areas.
- Increased coordination among State agencies and with Federal agencies on BDCP planning and biological opinions.
- Improved independent review of BDCP science.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Narrow focus on BDCP and conveyance is missing critical elements to ensure workable solution for California.
- Proposed BDCP plans and actions not sufficiently linked to policy principles and biological objectives.
- Outreach and transparency effort is important and valuable, but revised approaches are needed to address and resolve historic conflicts.
- Proposed governance structures are inadequate to ensure independent oversight, integration with other activities, and public accountability.
- Little or no action to advance near-term actions and continue evaluation of other actions to improve Delta hydrodynamics and fish protection.

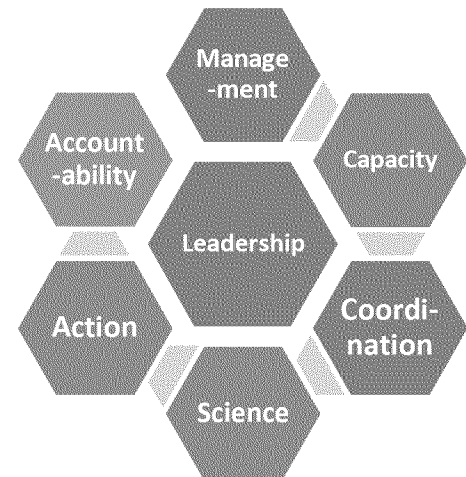


Figure 3-5. Natural Resources Agency Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Natural Resources Agency in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Work with the Governor and the Delta Stewardship Council to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
2. Implement additional negotiation and mediation approaches to resolve core issues and conflicts, including linkages and integration among Delta and statewide programs.
3. Direct and coordinate departments and organizations within Resources to accelerate implementation of near-term Delta levee improvements, water conveyance improvements, and ecosystem restoration actions.
4. Provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the State Water Board and the Delta Stewardship Council.

B

Department of Water Resources

Overview

The Department of Water Resources (DWR) has a number of important responsibilities in implementing the 2009 water legislation, including operating the State Water Project (SWP), preparing the *California Water Plan* and managing Integrated Regional Water Management (IRWM). DWR manages California's flood management program and the levee subvention program.

Strengths and Accomplishments

- Led substantial progress in planning and analysis for BDCP; released administrative drafts for public review.
- Developed guidelines and regulations for implementing groundwater level monitoring and reporting and urban and agricultural water management and efficiency.
- Improved efforts to integrate flood management and ecosystem restoration.
- Continues to advance Delta emergency preparedness and response.
- Completed the *Central Valley Flood Protection Plan*; improving local engagement now through regional plans.
- Continues to guide and provide planning and implementation grants for IRWM.
- Updating the *California Water Plan* for 2013.
- Planning ecosystem restoration actions at Dutch Slough, Meins Landing, Twitchell Island, McCormack-Williamson Tract, Liberty Island, and Prospect Island.

Challenges and Areas for Improvement

- Insufficient linkage and analysis of storage and conveyance to improve Delta water management for Co-Equal Goals; repeated delays in analysis of storage.
- Inadequate effort to plan and fund Delta levee investments; \$50 million planned but not distributed for 2012; no strategy developed.
- Stalled efforts to evaluate physical improvements to Delta waterways to improve water quality and fish protection.
- Lacks capacity to implement projects in the Delta.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Department of Water Resources in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation:

1. Immediately update and present information on the operations, benefits, and costs of storage alternatives (north and south of the Delta, surface and groundwater) with and without consideration of Delta conveyance alternatives to describe how the Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the State Water Board and the Delta Stewardship Council.
2. Establish milestones and deadlines for storage investigations, to coincide with the BDCP planning process and/or any subsequent process to design and engineer improved Delta conveyance.

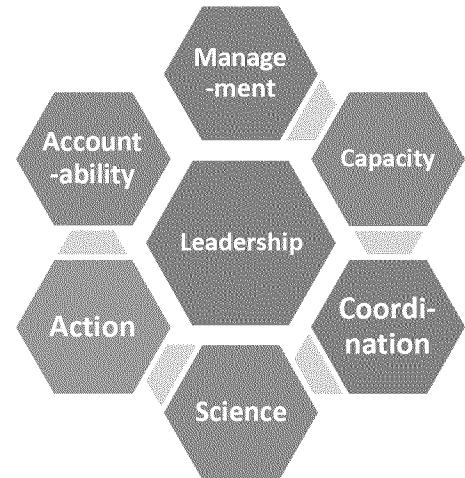


Figure 3-6. Department of Water Resources Performance Summary

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

3. Prepare an evaluation and implementation plan to accelerate the investigation and implementation of through-Delta conveyance improvements, including fish screen options at Banks Pumping Station, barriers, dredging, levee improvements, and other near-term improvements in conveyance and supply reliability.
4. Immediately complete the levee investment strategy and direct Proposition 1E resources to improve levees that protect critical statewide infrastructure, including water conveyance.
5. Conduct an independent review of the implementation strategy and management structure for design, construction, operation, and oversight of the BDCP program to assure appropriate independent oversight and public accountability.

Department of Fish and Wildlife

B

Overview

The Department of Fish and Wildlife (CDFW) is responsible for the protection of native fish, wildlife, and plant species and their habitats. It does so to ensure the survival of all species and natural communities. CDFW has important responsibilities for in-stream flows, habitat restoration, and invasive species management.

Strengths and Accomplishments

- Strong leadership coordinating planning and regulatory actions for the Delta.
- Coordinating with and supporting State Water Board proceedings.
- Established and staffed in-stream flow program.
- Updated Ecosystem Restoration Program.

Challenges and Areas for Improvement

- Need to maintain a strong, independent regulatory role in reviewing, approving, and overseeing BDCP regulatory actions.
- Need to advance resolution of issues defined in red flag and progress reports and ensure alignment of management and staff.
- Planning and coordination is strong but slow; need to develop stronger program implementation capacity to drive action and measure results.
- Further develop implementation plans, schedules, and performance metrics for in-stream flow studies and ERP implementation.

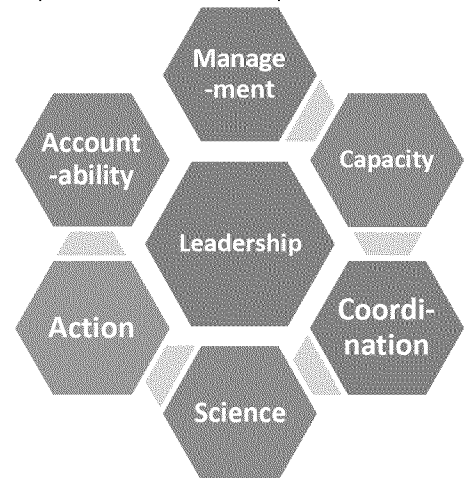


Figure 3-7. Department of Fish and Wildlife Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Department of Fish and Wildlife in implementing the action in the *Delta Vision Strategic Plan* and subsequent legislation:

1. Work with the Delta Conservancy, Department of Water Resources, Delta Stewardship Council, BDCP, and other water, environmental, and Delta interests to develop a coordinated Delta ecosystem restoration implementation plan to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years and measure results.
2. Provide additional clarity, focus, priorities, and performance measures for evaluating and recommending in-stream flow needs.
3. Work with Federal fisheries agencies to prepare or further clarify recovery plans for fish species and the actions that can be implemented by BDCP, Central Valley Project Improvement Act, and other restoration programs consistent with the *Delta Plan*.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Sacramento-San Joaquin Delta Conservancy

A-

Overview

The Sacramento-San Joaquin Delta Conservancy (Conservancy) was established as part of the 2009 water package (SBX7-1) “as a State agency to work in collaboration and cooperation with local governments and interested parties and act as a primary State agency to implement ecosystem restoration in the Delta and support efforts that advance environmental protection and the economic well-being of Delta residents.” The legislation establishes the expectation of working closely with Delta interests and being a partnership for the Delta community.

Strengths and Accomplishments

- Developed *Strategic Plan* in close coordination with community.
- Initiated “Delta Dialogues” to review and discuss interests of diverse stakeholders.
- Initiated Ecosystem Restoration Network to coordinate Delta restoration activities.
- Secured \$3 million in funding to initiate coordination efforts and projects.
- Partnered with Delta Protection Commission to initiate Delta branding effort.

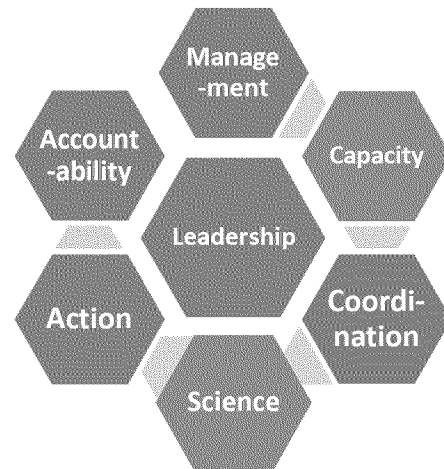


Figure 3-8. Sacramento-San Joaquin Delta Conservancy Performance Summary

Challenges and Areas for Improvement

- Limited funding for implementing projects.
- Continue to build relationships through implementation of economic development and ecosystem restoration projects.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Sacramento-San Joaquin Delta Conservancy in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Continue work with local interests and the Department of Fish and Wildlife, Department of Water Resources, Delta Stewardship Council, BDCP and other water, environmental, and Delta interests to develop a coordinated Delta ecosystem restoration implementation strategy to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years.
2. Continue to establish the Delta Conservancy as the central information source for economic development and ecosystem restoration projects in the Delta by collecting, synthesizing, and reporting information on the objectives, status, location, and effectiveness of Delta projects.
3. Continue work with U.S. Department of Agriculture Natural Resource Conservation Service and California Department of Food and Agriculture to identify and apply agricultural programs that can support and advance ecosystem restoration and economic development in the Delta.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Delta Protection Commission

A-

Overview

The Delta Protection Commission (DPC) is a State agency with responsibility to protect, maintain, enhance, and restore the overall quality of the Delta environment, including agriculture, wildlife habitat, and recreational activities. The goal of the Commission is to ensure orderly, balanced conservation and development of Delta land, resources, and improved flood protection. The 2009 water legislation (SBX7-1) restructured the DPC to include 15 members representing State agencies (4) and Delta counties, cities, and Reclamation Districts (11). The 2009 water legislation also established the Delta Investment Fund under the control of DPC to promote economic development in the Delta.

Strengths and Accomplishments

- Participated as an effective voice for the Delta in development of *Delta Plan*
- Completed and submitted National Heritage Area proposal to Congress.
- Developing feasibility study on emergency preparedness funding.
- Implementing working landscapes projects.
- Clarified urban limit boundaries within the Delta.
- Continued to advance the Great California Delta Trail.

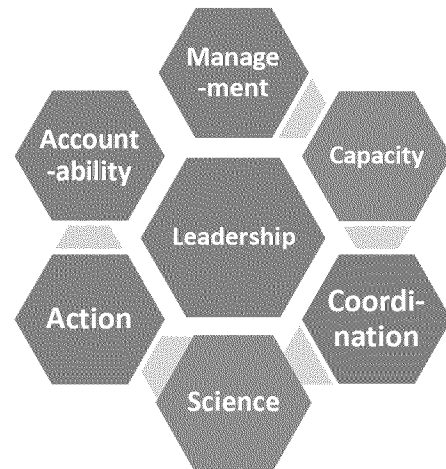


Figure 3-9. Delta Protection Commission Performance Summary

Challenges and Areas for Improvement

- Limited funding for implementing projects.
- Continue and support ongoing efforts to identify economic development opportunities for the Delta.
- Continue to align Delta land use management plan with *Delta Plan*.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Delta Protection Commission in implementing the actions of the *Delta Vision Strategic Plan* and subsequent legislation:

1. Work with the Delta Stewardship Council, Department of Water Resources, Central Valley Flood Protection Board, and others to identify priority areas for levee protection and investment.
2. Obtain needed funding from the Legislature and other sources to continue and expand economic development planning and implementation for the Delta through the Delta Investment Fund.
3. Work with the local governments and the Department of Water Resources to complete local land use and risk reduction plans for the Delta communities of Walnut Grove (including the residential area on Grand Island), Locke, Clarksburg, Courtland, and Terminous.
4. Continue to work with Delta interests and State and Federal agencies to identify and implement economic development opportunities for the region.
5. Continue to advance emerge preparedness and response planning, in cooperation with the California Emergency Management Agency, Department of Water Resources, Delta Counties, and others.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

State Water Resources Control Board

A-

Overview

The State Water Resources Control Board (State Water Board) was established by the Legislature in 1967 with joint authority over water allocation and water quality protection for California's waters. The 2009 water legislation directed the State Water Board to complete several actions, such as establishing a Delta Watermaster, improving water diversion information, and completing a report on Delta flow criteria.

Strengths and Accomplishments

- Initiated and advanced proceedings to update the *Bay-Delta Water Quality Control Plan* in four phases.
- Strong leadership commitment and resource allocation to address Delta issues.
- Effective workshops to assess and discuss science and policy issues.
- Strong performance by Delta Watermaster to increase reporting and compliance for Delta diversions.
- Continues to guide State Water Board and Regional Board activities by a *Delta Strategic Work Plan*.
- Effective incorporation of science and coordination with Delta Science Program.
- Strong organizational focus on performance measurement and reporting.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Maintain focus and science integration through four-phase *Bay-Delta Plan* process.
- Increase integration of flow and non-flow actions to improve water quality, habitat, and fish populations.
- Clarify and communicate desired outcomes, objectives, implications, balancing, and how the outcomes can be achieved.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the State Water Resources Control Board in implementing the actions of the *Delta Vision Strategic Plan* and subsequent legislation:

1. Evaluate and articulate how water users in the Central Valley can and should capture more water in wet periods and divert less in dry periods and the State Water Board's role in making that change.
2. Complete phases 1 and 2 of the Bay-Delta Plan update.
3. Update the five-year *Delta Strategic Work Plan*.
4. Identify and recommend necessary additional improvements in water rights enforcement authority.

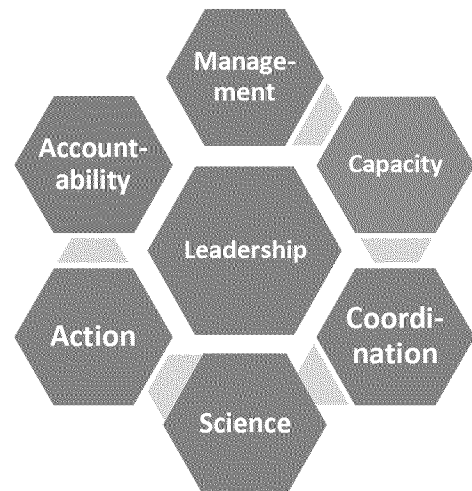


Figure 3-10. State Water Resources Control Board Performance Summary

Central Valley Regional Water Quality Control Board

Overview

The Central Valley Regional Water Quality Control Board (Regional Board) has responsibility for regulating water quality throughout the Central Valley and the Delta. The Regional Board develops and modifies Basin Plans for water quality management and Total Maximum Daily Load (TMDL) requirements for specific contaminants. The Basin Plans are implemented through permits and requirements issued by the Regional Board for point and non-point sources of pollutants and contaminants. The Regional Board also coordinates water quality monitoring programs throughout the Central Valley and Delta.

A-

Strengths and Accomplishments

- Settled lawsuit regarding Sacramento Regional County Sanitary District ammonia and nitrate discharge permit.
- Adopting Drinking Water Policy and organophosphate pesticide TMDL in 2013.
- Developed mercury studies and initiated reservoir mercury TMDL.
- Continued Irrigated Lands Regulatory Program.
- Developed and released (with the State Water Board and others) a draft Regional Monitoring and Assessment Framework.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Continue to sharpen relevance of monitoring and performance results for policy makers and the public.
- Continue studies, progress, and approvals for Irrigated Lands Program, CV-SALTS, Drinking Water Policy, and TMDLs.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Central Valley Regional Water Quality Control Board in implementing the actions of the *Delta Vision Strategic Plan* and subsequent legislation:

1. Continue leadership and coordination with other agencies to establish thorough and efficient water quality monitoring for the Delta. Work with these agencies to develop a stable, long-term funding plan and proposal.
2. Provide guidance on scientific research needed for water quality management in the *Delta Science Plan* developed by the Delta Science Program and the Independent Science Board.

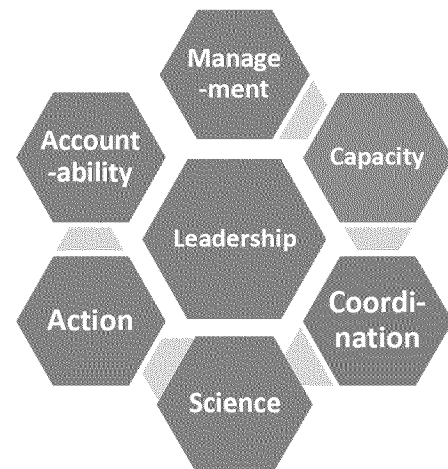


Figure 3-11. Central Valley Regional Water Quality Control Board Performance Summary

California Water Commission

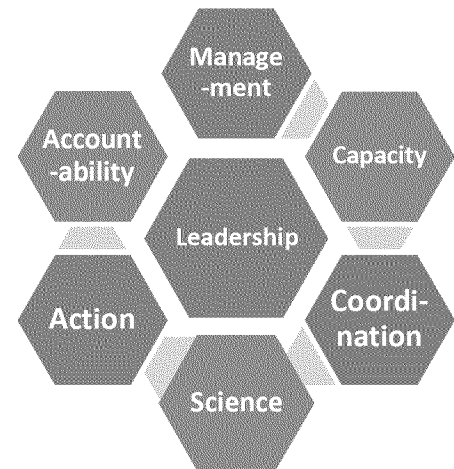
B+

Overview

The nine-member California Water Commission (CWC) advises the Director of DWR on matters within DWR jurisdiction, approves rules and regulations, and reports on the status of the State Water Project (SWP). The 2009 water legislation included an \$11 billion bond measure (SBX7-2) for water resources (now on the November 2014 ballot). As part of the bond measure, the CWC is to develop criteria for determining the public benefits of various water storage projects. The bond allocated \$3 billion to maximize achievement of those benefits. The CWC also reviews and approves proposed special projects grants for Delta levees.

Strengths and Accomplishments

- Approved *Strategic Plan* and Mission Statement.
- Approved regulations regarding urban water conservation and agricultural water use measurement.
- Advanced discussion on public benefits of water storage.
- Coordinates effectively with the Department of Water Resources and others regarding the *California Water Plan*, climate change, and natural resource protection.
- Supported efforts to recruit and maintain skilled workforce for the State Water Project.



Challenges and Areas for Improvement

- Maintain an active leadership role in advancing surface and groundwater storage to achieve multiple benefits.
- Enhance efforts to identify and recommend governance and administrative improvements to ensure effective and efficient operation of the State Water Project.

Figure 3-12. California Water Commission Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the California Water Commission in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Conduct public hearings and seek independent analysis to assure creativity and applicability of public benefits criteria.
2. Provide guidance and recommendations to the Department of Water Resources storage investigations and Delta Stewardship Council regarding quantifying public benefits of storage and developing performance measures for the *Delta Plan*.
3. Continue assessment and recommendations to address operations and maintenance staffing issues for the State Water Project.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Emergency Management Agency

B+

Overview

The California Emergency Management Agency (Cal EMA) improves safety and preparedness for all Californians. The agency protects lives and property by preparing for, preventing, responding to, and recovering from crimes, hazards, and emergencies.

Strengths and Accomplishments

- Completed Delta Multi-Hazard Task Force Report.
- Continuing coordination of Delta emergency response planning through the Delta Working Group.
- Preparing *Northern California Catastrophic Flood Response Plan*.

Challenges and Areas for Improvement

- Need resolution of Federal Emergency Management Agency responsibilities and commitments regarding flood response and recovery.
- Increase coordination with the Department of Water Resources regarding flood response planning to assure consistency of plans and streamlined efforts to fill gaps.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Emergency Management Agency in implementing the action in the *Delta Vision Strategic Plan* and subsequent legislation.

New Recommendations in 2012

1. Complete the Memorandum of Understanding (or equivalent) with the Federal Emergency Management Agency regarding flood response and recovery commitments and agreements.
2. Increase regional emergency management coordination with the Department of Water Resources, Delta Protection Commission, and Delta counties to align response planning, identify gaps, and implement corrective actions.
3. Ensure that seismic events are considered and appropriate response and recovery measures are identified in the *Northern California Catastrophic Flood Response Plan*. Include independent review of risks and consequences.
4. Prepare an annual report on the progress of implementing the Delta Multi-Hazard Task Force Report recommendations.
5. Prepare a five-year plan of exercises and drills for the Delta.

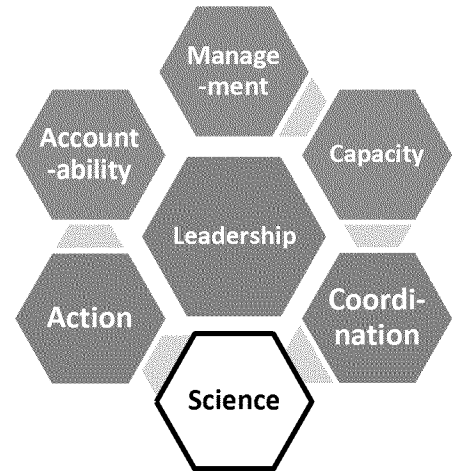


Figure 3-13. Emergency Management Agency Performance Summary

Central Valley Flood Protection Board

B+

Overview

The Central Valley Flood Protection Board (CVFPB) oversees and grants permits related to levees that are part of the State Plan of Flood Control (project levees) in the Central Valley.

The CVFPB is also the approving entity for the *Central Valley Flood Protection Plan (CVFPP)* prepared by DWR as directed by the Legislature in 2008.

Strengths and Accomplishments

- Approved *Central Valley Flood Protection Plan (CVFPP)*.
- Coordinated effectively with the Delta Stewardship Council regarding the *Delta Plan* and Delta levee investment priorities.
- Coordinating, with the Department of Water Resources, six regional planning efforts to prioritize local and regional actions.

Challenges and Areas for Improvement

- Continue coordination and clarify responsibilities in Delta levee investment priorities.
- Ensure continued coordination of flood management, ecosystem, and water supply benefits, particularly regarding floodplain management in the lower Sacramento River and lower San Joaquin River.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Central Valley Flood Protection Board in implementing the action in the *Delta Vision Strategic Plan* and subsequent legislation.

New Recommendations in 2012

1. Coordinate with the Delta Stewardship Council and Department of Water Resources to complete the Delta levees investment priorities by January 1, 2015.
2. Maintain coordination and provide progress reports to the Delta Strategic Action Team regarding planning and implementation of floodplain enhancements in the Sacramento and San Joaquin Rivers.

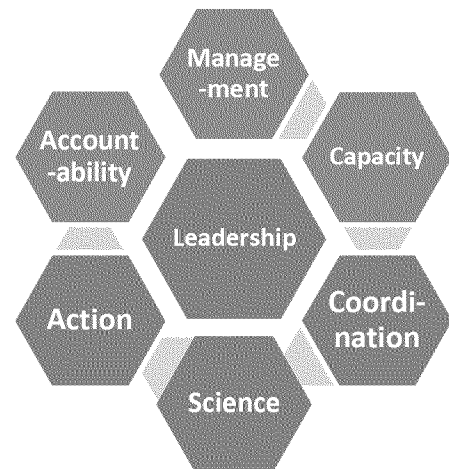


Figure 3-14. Central Valley Flood Protection Board Performance Summary

Department of Food and Agriculture

B+

Overview

The Department of Food and Agriculture (CDFA) was established in 1919 to protect and promote California agriculture. CDFA promotes sustainable agriculture to increase water use efficiency and reduce water quality impacts. CDFA also protects California against invasive pests and plants.

Strengths and Accomplishments

- Completed Agriculture Vision 2030 in 2010.
- Coordinates agricultural issues with water supply and natural resources planning and implementation.
- Participates as member of the Delta Protection Commission and contributed to the *Delta Economic Sustainability Plan*.
- Coordinates with the Department of Fish and Wildlife and others to manage invasive species in the Delta.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Ongoing and additional efforts are needed to provide expertise, facilitate Federal participation and funding, and coordinate with the Delta Stewardship Council and Delta Protection Commission on agricultural enhancement and innovation in the Delta.
- The Agriculture Vision 2030 provides a solid basis for the statewide future for California agriculture. Additional, specific regional objectives and needs would help identify actions the Delta, Sacramento Valley, San Joaquin Valley, and other areas that rely on the Delta for irrigation water.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Department of Food and Agriculture in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation:

1. Continue and expand efforts to provide expertise, facilitate Federal participation and funding, and coordinate with the Delta Stewardship Council and Delta Protection Commission on agricultural enhancement and innovation in the Delta.
2. Increase regionalization of the Agriculture Vision 2030 to identify regional needs to sustain agriculture in the Delta, Sacramento Valley, San Joaquin Valley, and other areas that rely on the Delta for irrigation water.

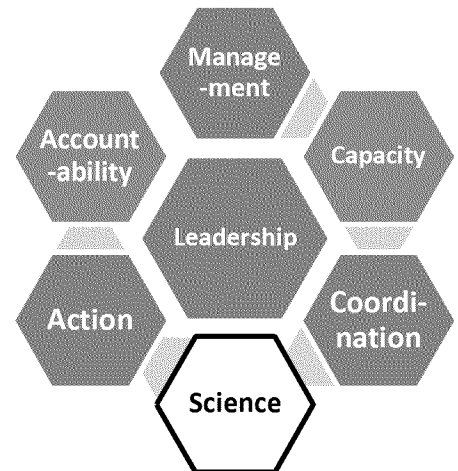


Figure 3-15. Department of Food and Agriculture Performance Summary

Science Programs

B+

Overview

Numerous science programs contribute to the research and body of knowledge of the Delta ecosystem, water quality, and flows. These programs include:

- The DSC Delta Science Program (DSP).
- The Independent Science Board (ISB).
- The Interagency Ecological Program (IEP) (primarily focused on aquatic habitat and species).
- The California Water Quality Monitoring Council (Monitoring Council).

Additional research and monitoring is conducted by a variety of organizations, including State and Federal agencies, State and Federal water contractors, and academic institutions. Also, the National Academy of Sciences (NAS) and the National Research Council (NRC) provide independent science reviews.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Strengths and Accomplishments

- Independent reviews provide high value and are increasingly requested by agencies and programs.
- Improved alignment of science programs with policy issues.
- Increased focus on pilot projects, particularly in water operations and fish protection.
- Initiated *Delta Science Plan* to improve coordination, collaboration, and synthesis; refocused resources to address these priority needs.
- Initial efforts to develop collaborative science initiated in the south Delta.
- Engineering expertise added to Independent Science Board

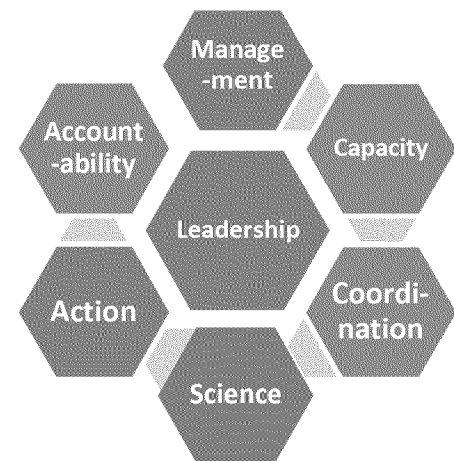


Figure 3-16. Science Programs Performance Summary

Challenges and Areas for Improvement

- Continued work needed to define adaptive management systems and implementation for programs and projects.
- Addition guidance is needed from science programs to define performance metrics to measure progress towards the Two Co-Equal Goals and the Delta as an evolving place.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the science programs for the Delta.

1. Complete *Delta Science Plan*.
2. Accelerate policy alignment and coordination of Delta monitoring, research, and synthesis regarding flows, water quality, habitat, and species.
3. Work with responsible agencies to identify, prioritize, and implement specific projects (restoration, operational changes, etc.) to test hypotheses, measure changes, apply adaptive management, and report results.

Other State Agencies with Implementation Responsibilities

Several other State agencies have important implementation responsibilities to achieve the goals in the *DVSP*. These State agencies include the following:

- Business, Transportation and Housing Agency (BTH)
 - Department of Transportation (Caltrans)
- Department of Parks and Recreation (DPR)
- State Lands Commission (SLC)

The Delta Vision Foundation has not yet evaluated these agencies. Future progress reports and report cards will assess the leadership and effectiveness of these agencies in implementing the *DVSP*.

Federal Agency Leadership and Cooperation

Overview

Leadership and cooperation from the Federal agencies with management responsibility and/or regulatory authority for the Delta are critical for the long-term success of the *DVSP*. Historically, the advancement of solutions in the Delta has occurred when the State of California and the Federal Government have worked in a close partnership that focuses on finding workable solutions. This section provides a brief overview and assessment of Federal actions, cooperation, coordination, and recommendations for improving the partnership between the State and Federal governments. The following agencies are discussed:

- Department of the Interior (DOI)
- U.S. Bureau of Reclamation (Reclamation)
- U.S. Fish and Wildlife Service (USFWS)
- Department of Commerce (DOC), National Marine Fisheries Service (NMFS)
- U.S. Environmental Protection Agency (USEPA)

Federal law now incorporates the Two Co-Equal Goals. The Federal Energy and Water Development Appropriations Act of 2012 (Title II of the Consolidated appropriations Act of 2012 (PL 112-074)) contains, in pertinent part, the following:

The Federal policy for addressing California's water supply and environmental issues related to the Bay-Delta shall be consistent with State law, including the coequal goals of providing a more reliable water supply for the State of California and protecting, restoring, and enhancing the Delta ecosystem...Nothing herein modifies existing requirements of Federal law. (Section 205)

Department of the Interior

C+

Overview

The Department of the Interior (DOI) is a lead agency for Federal participation in Delta solutions. DOI is the parent agency for the Bureau of Reclamation, Fish & Wildlife Service, and U.S. Geological Service, each of which is involved in Delta issues.

Strengths and Accomplishments

- Good leadership to coordinate Federal involvement and coordination.
- Active participation in BDCP planning and biological opinions.
- Advancing efforts to implement multi-species approach to Delta management.
- Coordinates effectively with stakeholders.

Challenges and Areas for Improvement

- Uncertain commitment of new leadership for near-term future.
- Insufficient communication and reporting to Capitol Hill.
- Need clear, concise strategy position, aligned with the Governor, to bring into line State and Federal actions.
- Inadequate attention and progress on storage and linkages to conveyance to increase water management flexibility.
- Proposed BDCP governance structures are inadequate to ensure independent oversight, integration with other activities, and public accountability.
- Little or no action to advance near-term actions and continue evaluation of other actions to improve Delta hydrodynamics and fish protection.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

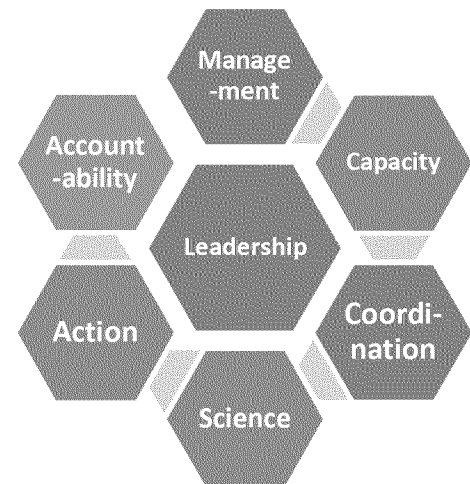


Figure 3-17. Department of the Interior Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Department of the Interior in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the Governor of California.
2. Work with the Governor to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Accelerate completion of surface storage investigations.

Bureau of Reclamation

C+

Overview

The Bureau of Reclamation (Reclamation) manages the Federal Central Valley Project (CVP) in California. The CVP provides water to urban and agricultural users in Contra Costa County, the South Bay, and San Joaquin Valley.

Strengths and Accomplishments

- Strong leadership and coordination of federal participation in BDCP and biological opinions.
- Active participation in BDCP planning and actions to implement biological opinions.
- Improved coordination with local community in Yolo Bypass.
- Supports improved science and monitoring through the Interagency Ecological Program and collaborative science in south Delta.

Challenges and Areas for Improvement

- Inadequate progress on storage and linkages to conveyance.
- Stalled on Franks Tract analysis.
- Improve coordination and alignment with parallel Yolo Bypass activities.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Bureau of Reclamation in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and analysis as to how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with the State agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Enhance coordination of Yolo Bypass activities.
5. Accelerate completion of surface storage investigations.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

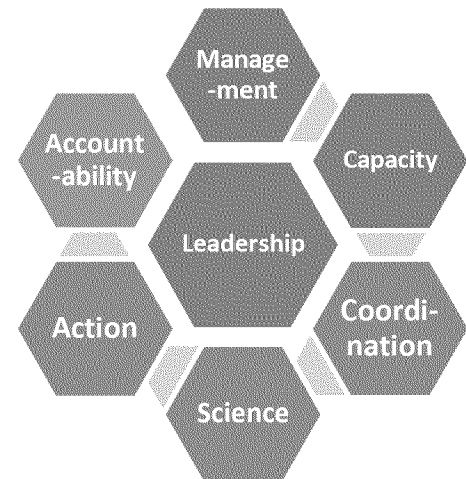


Figure 3-18. Bureau of Reclamation Performance Summary

U.S. Fish & Wildlife Service

B

Overview

The U.S. Fish & Wildlife Service (USFWS) works with the State to conserve, protect, and enhance fish, wildlife, plants, and their habitats. USFWS implements federal laws to protect and enhance populations and habitats for threatened and endangered species.

Strengths and Accomplishments

- Strong, committed leadership coordinating effectively with state and federal agencies
- Capable staff dedicated to BDCP planning, biological opinions, and science programs.
- Managing staff to maintain focus through sequestration.
- Continued support and coordination to advance the Ecosystem Restoration Program (ERP) and implement the Central Valley Project improvement Act.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Need resources and coordinated decision-making to resolve key issues for BDCP and implementation actions (red flag and progress reports).
- Continue to improve policy, management, and staff alignment.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the U.S. Fish & Wildlife Service in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with State agencies and other Federal agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term restoration, ERP actions, and pilot projects; support the Delta restoration network.
5. Identify water storage and retention projects to improve ecosystem function.

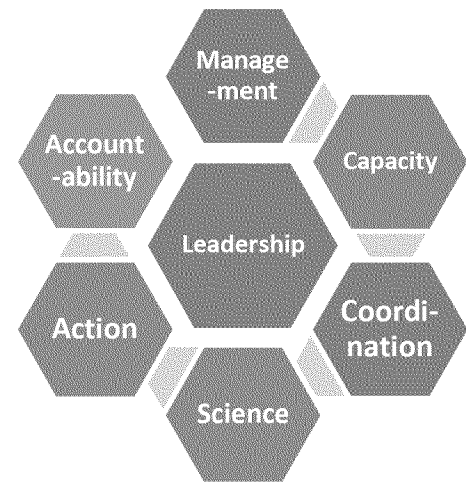


Figure 3-19. U.S. Fish & Wildlife Service Performance Summary

National Marine Fisheries Service

B+

Overview

The National Marine Fisheries Service (NMFS) develops, manages, and regulates activities to protect and enhance salmon and steelhead populations in California.

Strengths and Accomplishments

- Strong leadership, management, and coordination with other fisheries agencies to align strategies and actions.
- Managing staff to maintain focus through sequestration.
- Improved strategies and leadership for science collaboration.
- Advanced salmon recovery plan and salmon lifecycle model.

Challenges and Areas for Improvement

- Uncertain impacts of agency reorganization.
- Need to advance resolution of issues defined in red flag and progress reports and ensure alignment of management and staff.
- Need to monitor effectiveness of collaborative science, refine as necessary, and apply as model in other areas.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the National Marine Fisheries Service in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with State agencies and other Federal agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Complete final recovery plan and salmon lifecycle model.
5. Support and accelerate near-term restoration, ERP and Recovery Plan actions, and pilot projects; support the Delta restoration network.
6. Identify water storage and retention projects to improve ecosystem function.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

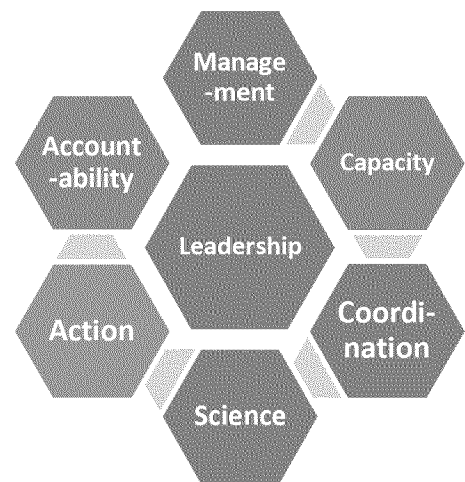


Figure 3-20. National Marine Fisheries Service Performance Summary

U.S. Environmental Protection Agency

B

Overview

The U.S. Environmental Protection Agency (USEPA) protects human health and the environment. In the Bay-Delta system, USEPA's focus is particularly on water quality and water related habitats through oversight and enforcement of the Clean Water Act and the Safe Drinking Water Act. USEPA also has a review and oversight role in major environmental reviews under the National Environmental Policy Act.

Strengths and Accomplishments

- Developed coordinated strategy for Bay-Delta, focused on water quality and habitat.
- Improved coordination with the State Water Board.
- Actively engaged in the Regional Monitoring Program and Interagency Ecological Program.

Challenges and Areas for Improvement

- Need resources and follow-through to implement.
- Support continued improvement in monitoring and reporting programs.
- Provide oversight and support for *Bay-Delta Water Quality Control Plan*.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the U.S. Environmental Protection Agency in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with State agencies and other Federal agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking water quality protection, habitat restoration and enhancement, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term water quality protection actions and pilot projects.
5. Continue support for coordinated monitoring and reporting.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

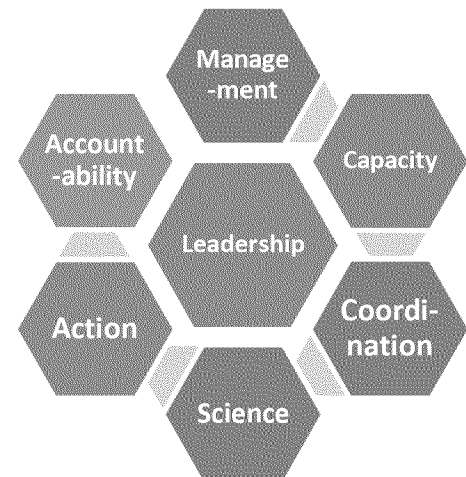


Figure 3-21. U.S. Environmental Protection Agency Performance Summary

Stakeholder Cooperation

The issues, ideas, and information about the Bay-Delta are of deep interest to people and non-governmental organizations across the state—those that seek change and those that may be affected by it. At the same time, the positions and interests of these stakeholders influence action and progress toward the Two Co-Equal Goals by the State and Federal elected officials and agencies. Constructive cooperation, alignment, and support among the diverse interests who care about the Delta are critical for success.

B-

Since completion of the *DVSP* and passage of the 2009 water legislation, cooperation among stakeholders has become even more important. This cooperation is essential in developing and implementing workable solutions that meet multiple objectives. In 2012 and 2013, three significant collaborative efforts were underway among stakeholders.

1. The Partnership for the San Joaquin Valley and the Delta Counties Coalition (12 counties total) have been working together for several years to identify projects and programs that would collectively serve the needs of these 12 counties. The groups have assembled a list of 17 projects that should move forward and 5 projects that warrant further discussion and development.
2. Six stakeholders representing diverse interests convened discussions to identify “Delta projects we can all agree on.” DWR contributed funding for facilitation of six meetings. During those six meetings, stakeholders and agencies submitted more than 50 projects for consideration. Through the discussions, stakeholders identified 43 projects that should advance in their respective planning processes and were supported by 37 signatories representing the informal Coalition for Delta Projects.
3. The Delta Conservancy initiated a “Delta Dialogues” process. This process brought together high-level stakeholders representing Delta interests, water users within and south of the Delta, and agencies for discussion focused on developing better shared understanding and trust among the interests. At the unanimous request of the participants, and with substantial funding provided by the participants, the Conservancy will begin Phase II in June 2013.

Improved coordination and collaboration with and among stakeholders is also evident in floodplain planning in the Yolo Bypass and the lower San Joaquin River. Also, the Ag-Urban Coalition has helped bridge regional differences within the water community on the topic of water management.

Based on these efforts, primarily initiated by stakeholders, the DVF improved the grade for stakeholder cooperation from a “C” in 2012 to a “B-” in 2013.

However, the DVF sees a disturbing situation regarding constructive cooperation. Some stakeholders are focused on advancing a single element of the Delta solution so there is real action and progress. Other stakeholders want to ensure advancement other actions as a comprehensive suite of solutions. Still others oppose change. The continual repetition of the same positions and proposals—more water versus less water from the Delta; big, little, or no isolated conveyance; and local versus State decision-making about Delta levees and land use—has delayed action. These delays encourage and continue the unsustainable use of the Delta.

The DVF notes that there is no forum or process for considering, addressing, and resolving these big issues. As shown with the examples above, stakeholder leadership and cooperation can lead efforts to resolve differences. The cohesive, facilitative leadership by State and Federal agencies is also critical for framing constructive discussion. Leaders from all stakeholder communities must come forward and identify workable long-term solutions that achieve multiple benefits. They must work with other interests to get them done.

The DVF also notes that lawsuits have returned as the mechanism of choice to advance stakeholder interests and stop action. The lawsuits cost time and resources that would be better spent developing science and workable solutions. These actions express a fear that conditions will worsen and a frustration with the slow

pace and repetitive discussions that impede action. Stakeholders and State and Federal agencies need new mechanisms for increasing understanding, clarifying issues, identifying solutions, and developing agreements. Everyone needs a new path to workable solutions, implementation, and results.

Since 2011, the DVF set the following expectations:

- Water and environmental interests working together to develop a water management system that supports a healthy ecosystem.
- Delta interests working with fisheries and habitat interests to develop restoration projects that support the Delta economy.
- Water interests working with Delta interests to develop a levee investment strategy that protects the Delta economy and the water conveyance system.

These expectations for joint problem-solving are still valid today. Stakeholder leadership is needed to make these a reality so California can achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the leadership and constructive cooperation of stakeholder interests in supporting the Two Co-Equal Goals and implementing the actions in the *Delta Vision Strategic Plan*.

1. Reinvigorate the Coalition for Delta Projects and continue the “12 Counties Coalition” to accelerate near-term actions.
2. Establish a multi-interest stakeholder discussion of core issues of Delta and regional water management and investment, habitat restoration, Delta levees, and the commitments and assurance necessary to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.
3. Develop and obtain signatures from agencies and stakeholders to a commitment to collaboration, alternative dispute resolution, and arbitration before filing lawsuits.

This page intentionally left blank.

Section 4

Status of the Two Co-Equal Goals

Assessment of Co-Equal Goals

Previous sections describe the progress of implementing the *Delta Vision Strategic Plan (DVSP)* and the leadership, effectiveness, and cooperation of State and Federal agencies responsible for implementation and stakeholders who support and influence action. However, the most important aspect of implementing the *DVSP* is achieving actual results that improve conditions in the Delta and for the state as a whole. The actions and behaviors are valuable as meaningful “inputs” to the major “outcome” of achieving the Two Co-Equal Goals, but it will be the results that matter for the people, businesses, habitats, and species that depend on the Delta and a reliable water supply.

Since the *DVSP* was released in 2008, there has been virtually no concerted effort to develop and implement outcome performance measures for the Two Co-Equal Goals and Delta as place. In spite of clear direction in the 2009 water legislation that the *Delta Plan* should be based on performance management, the Delta Stewardship Council (DSC) has deferred development and implementation of performance measures until after completing the *Delta Plan*. State and Federal agencies are developing biological goals and objectives for the *Bay-Delta Conservation Plan*, which should guide much of the ecosystem restoration in the Delta. Until outcome-based performance measures are in place for the important components of the *DVSP* or *Delta Plan*, the Delta Vision Foundation (DVF) reports on a simple measure of accomplishment for the Two Co-Equal Goals.

In the near term, DVF is most concerned about results that reduce the risk of failures or losses related the Delta ecosystem and water supply reliability. Failures or losses might include seismic events that disrupt the State and Federal water supply delivery system for an extended period, the extinction of a species or loss of critical habitat, or substantial economic losses resulting from the inability of the water supply infrastructure to adapt to droughts, floods, sea level rise, or other changes in California’s weather and climate.

The State of California is one earthquake, one extended drought, or one series of heavy spring storms away from catastrophic environmental and economic losses for the people and species that depend on the Delta.

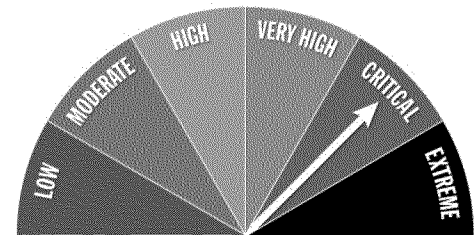
Similar to wildfire risk, the DVF assessment of the status of the Two Co-Equal Goals describes the risk that substantial, undesirable outcomes could occur for California. The evaluation is based on the observations and perspectives provided by agency representatives, stakeholders, and others who provided input to DVF.

The Delta Vision Foundation concludes that the situation remains critical. In fact, the lack of urgency and implementation since the 2008 *Delta Vision Strategic Plan* means the conditions are inching toward extreme. The State of California is one earthquake, one extended drought, or one series of heavy spring storms away from catastrophic environmental and economic losses for the people and species that depend on the Delta. In the recent past around the globe, there have been catastrophic events that devastated people, demolished infrastructure, decimated habitats, and disrupted national and global economies. This risk of catastrophic loss and the slow steady decline from conflict and inaction means that California must act now, in small and large action to reduce risks for the ecosystem and economy. Effort alone is not sufficient; decisive action is needed.

Following the assessment of the Two Co-Equal Goals is a brief discussion of the critical linkages among the actions and strategies in the *DVSP* that must be maintained to achieve the Two Co-Equal Goals. Section 5 provides the Delta Vision Foundation “Five Overall Recommendations” for the State and other organizations working to achieve the Two Co-Equal Goals.

Delta Ecosystem

The Delta ecosystem remains at critical risk of failure. Since the Delta Vision Task Force began its work in early 2007, substantial effort has been expended to develop the *DVSP*, implementing legislation, implementation guidelines, and project plans, including the *Delta Plan*, *Delta Economic Sustainability Plan*, *Delta Conservancy Strategic Plan*, *Central Valley Flood Protection Plan*, and administrative draft *Bay-Delta Conservation Plan*. While effort and attention on the Two Co-Equal Goals and plans to achieve them is commendable, there have been few “on-the-ground” changes to protect and restore the Delta ecosystem.

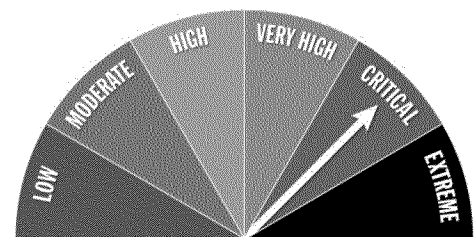


The court-ordered changes in export operations have provided some measure of protection for fish and habitat, but the risks to habitat and species are broader and more complex than water export operations alone. There is increased momentum for near-term restoration actions, particularly those that would increase floodplain habitat, but many of these projects have been planned for more than 10 years. Some tidal marsh restoration has been completed at Liberty Island and riparian habitat enhancement has been included in many Delta levee maintenance projects. There are several promising, collaborative efforts underway to conduct pilot tests of water operations to improve delta smelt and salmon habitat and salmon migration. These pilot projects are encouraging first steps toward adaptive management, but much more action is needed, now.

The urgency for action cannot be understated. The scope and scale of necessary actions to restore and recover a functioning ecosystem in the Delta is substantial. Habitat improvements of all types and revised water management strategies are needed. Restoration planning must now move rapidly into implementation and adaptive management. Additional pilot projects, with monitoring and performance evaluation, are needed immediately. The core agencies (Department of Fish and Wildlife, Department of Water Resources, Delta Conservancy, and State and Federal Water Contractors Agency), along with Federal agencies and non-governmental organizations and in coordination with local landowners, must develop an implementation focus through further collaboration to accelerate habitat restoration and demonstrate measurable improvements in ecosystem function.

Water Supply Reliability

Water supply reliability statewide also remains at critical risk of failure. The 2011 water year was wet, 2012 was dry until late season rain improved the outlook, and 2013 was wet early and extremely dry since January. These three years together demonstrate the need for and inadequacy of California water management and infrastructure. In 2011, there was more water available than could be stored for future use. In 2012, water users were faced with substantial cutbacks, just a year after all the reservoirs filled. In 2013, early rains raised expectations that water could be delivered south of the Delta, but dry conditions changed the outlook.



Pumping restrictions to protect delta smelt and other species further highlight the facilities and operational constraints in the system. In spite of decades of recognition that California water infrastructure is inadequate to meet the needs of families, fish, farms, and factories, few significant actions have improved the long-term reliability of water supplies from the Delta, on which most of California depends. Together, the last five years demonstrate that California’s water supply system lacks the flexibility to adapt to variable precipitation and meet the needs of people and the environment.

The complexity and challenge of increasing flexibility and security in the State water supply system is daunting. As with ecosystem restoration, the urgency for action cannot be understated. Increasing the flexibility to

capture more water in wet years and make it available where needed in dry years requires substantial planning and investment, which is taking decades. Storage studies continue to delay planning documents and decisions. Long-term conveyance and storage studies must be integrated to identify workable solutions that increase water availability and storage for people and the economy in wet years and leave water in the Delta and its tributaries for fish and habitat in dry years.

Integrated regional water management and water use efficiency requirements are increasing local and regional action to manage water more effectively. Over time, these actions will help improve water supply reliability, but immediate action is still needed to improve drought contingency planning, streamline water transfer procedures, and implement other immediate-term water management actions. Design, implementation, and testing of through-Delta conveyance and Delta water quality improvements have stopped completely. Concerted, focused action is needed to finalize and implement these interim actions. Regional water management planning and implementation must continue as a collaborative effort between the State and local government because it has proven to be the most effective means for developing water supply flexibility. Long-term funding for both infrastructure investment and water management is needed now.

Linkages

The *DVSP* described a comprehensive set of integrated and linked goals, strategies, and actions to achieve the Two Co-Equal Goals. Many of the actions will take decades to implement, but to be successful, the State, Federal agencies, water users, and stakeholders must advance the Two Co-Equal Goals by maintaining the linkages among actions in planning and implementation, now and in the future. Just as the Two Co-Equal Goals are inextricably linked, several planning and implementation linkages are now particularly critical for success:

- Governance and Funding
- Science and Policy
- Storage and Conveyance
- Water and Habitat
- Delta Economic Development and Levee Security
- Water Supply Reliability and Ecosystem Funding
- Action and Performance Results

The urgency for decisions on specific components of the solution, continued litigation about current operations, and ongoing positional advocacy are taking precedence over the near-term actions and linked, integrated approaches that will actually solve problems, improve conditions, and build capacity for long-term success. Delta levee improvements are not planned and implemented to protect both local resources and critical statewide infrastructure. Efforts to develop Delta flow objectives, complete the *Bay-Delta Conservation Plan*, and implement the *Delta Plan* are coordinated, but integration and linkages are not developed. Storage and conveyance plans are not integrated and linked to develop the most effective and efficient infrastructure. Near-term actions to advance the Two Co-Equal Goals are largely ignored, rather than implemented in a way that links to and supports long-term solutions. Plans and policies are not effectively linked to performance, monitoring, and accountability. Success in these and other areas is impossible without leadership from the Governor and Legislature to provide near-term and long-term funding to balance public benefits and beneficiary pays.

Without leadership and action, the State and stakeholders will remain in the endless do-loop of plan, approve, sue, and plan again.

These linkages are some of the core issues that have eluded resolution for decades. There are signs of positive, constructive coordination to link actions to achieve multiple benefits, such as the Yolo Bypass Working Group and the discussions of “Delta Projects We Can All Agree On.” However, the State lacks leadership direction and interagency alignment to act on a coordinated, linked plan of near-term and long-term actions. Without leadership and action, the State and stakeholders will remain in the endless do-loop of plan, approve, sue, and plan again. State and Federal agencies and stakeholders must refocus efforts to develop policies, assurances, and commitments that link actions and incentive performance to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.

The following are some possible mechanisms for assuring coordinated, linked progress.

- Compact signed by the State and major stakeholders with a framework for linked actions
 - Performance requirements and metrics for adaptive management
 - Work plan to implement linked actions
 - Timeframe to perform
- Companion legislation to the 2014 Bond Measure to require linkages and progress
- Bond covenants
- Contract requirements for isolated conveyance facilities
 - Legal obligation to operate to restore Two Co-Equal Goals
 - Obligation to optimize water conservation and water use efficiency
 - Operational performance requirements
 - Contractors deposit funds into account to fund storage
 - Oversight responsibilities and rights
 - Limitations on amount of water exported through isolated conveyance until storage is constructed (timing; requisite outflows for kinds of years)
- Stakeholder oversight council

Section 5

Conclusions and Recommendations

Introduction

The *Delta Vision Strategic Plan (DVSP)* recommended a comprehensive set of integrated and linked actions to achieve the Two Co-Equal Goals: (1) Restore the Delta Ecosystem; and (2) Ensure Water Supply Reliability. It also underscored a sense of urgency for action and implementation. Since the *Delta Vision Strategic Plan* was completed in 2008, the Legislature approved, and the Governor signed into law, a landmark package of water bills to revise governance of Delta issues and refocus State agencies on addressing the complex, interrelated problems of the Delta. The Delta Vision Foundation (DVF) monitors the progress of efforts to implement the recommendations included in the *Delta Vision Strategic Plan* and the requirements of the 2009 water legislation and other laws.

The Delta Vision Foundation openly and widely invited input from agencies, stakeholders and the public and to gather information in formulating this Report Card. DVF staff requested self-evaluations from directors and chairs of 19 Federal and State agencies, boards, commissions, and councils with important planning, oversight, and implementation responsibilities in the Delta. Staff also conducted 36 interviews with stakeholders, agency staff, and members of the public to gather information and perspectives on progress and accomplishment. The DVF online survey was also distributed to approximately 1,150 people working on or interested in Delta issues. To recognize and honor the time and expertise that all of the participating individuals contributed to the development of this *2013 Delta Vision Report Card*, assessments, input and results are summarized in the Appendices, which are available on the DVF website.

Conclusions

The Delta Vision Foundation identified the following overall conclusions about efforts to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. Three conclusions continue to offer hope for the State's ability to address the complex Delta problems that have defied solution for decades.

The level of effort and coordination continues to impress. Across all agencies and organizations, there is an honest and sincere commitment to completing assignments, coordinating with other organizations, and identifying solutions to complex problems. This commendable effort is underway at a time when State and Federal resources are declining and staffing levels at all agencies are at critically low levels.

The Two Co-Equal Goals influence discussion and decision-making across all organizations. Establishing the Two Co-Equal Goals as State policy and now as Federal policy for California has reshaped the discussion of Delta problems. All participants are discussing the tradeoffs in efforts to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place and the opportunities that can maximize accomplishment of these goals at the same time.

Major plans and science programs are advancing. The State has made significant strides in developing the major plans described in the *DVSP* and subsequent legislation—the *Delta Plan*, *Economic Sustainability Plan*, *Delta Conservancy Strategic Plan*, and *Central Valley Flood Protection Plan* are complete. The *Bay-Delta Conservation Plan* has made major advances in preparing and releasing analysis results and the State Water Board updates to the *Bay-Delta Water Quality Control Plan* are underway. Although some participants are frustrated about the pace or quality of these plans, the plans form a solid foundation for future work.

However, as noted in Section 4, Co-Equal Goals, the status of the Two Co-Equal Goals both remain in critical condition, threatening California's environmental and economic future. The State, Federal agencies, and stakeholders have made little, if any, progress in reducing the risks to water supplies and the environment and resolving historic conflicts that have impeded progress. The *2011 Delta Vision Report Card* noted, "The lack of

tangible progress in implementing the *Delta Vision Strategic Plan* (submitted in 2008) and resulting authorizing legislation (passed in 2009) is sobering.” This statement is still true two years later. The following are five factors that demonstrate the underlying reasons for the overall lack of progress and results.

Coordination efforts lack integration and public accountability. As the State has implemented the guidance of the *DVSP* and requirements of the 2009 water legislation, planning and projects have become increasingly compartmentalized to avoid complexity: storage is not linked to conveyance, planning is not linked to funding for implementation, actions are not linked to performance outcomes. Planning and implementation processes are not yet accountable to the public through responsiveness, issue resolution, and performance reporting. The Two Co-equal Goals can only be achieved through a linked and integrated approach to immediate, near-term, mid-term, and long-term actions that is accountable for progress and results.

Near-term actions are stalled, even those with broad support. Planning and implementation of near-term actions to improve through-Delta conveyance, secure critical infrastructure, reduce fish impacts, and restore habitat have stalled. There are signs of encouraging momentum on some ecosystem restoration projects, but action on levee improvements, barriers, and screens to protect land uses, improve water quality and fish migration, and secure water supplies has deteriorated since 2012. Stakeholders have broadly supported dozens of Delta projects that should advance, but agencies have not responded with the focus and attention to get them done.

Performance outcomes are missing. Substantive development of performance outcomes has been deferred in favor of efforts to develop policies, facilities plans, and environmental reviews. Performance management is a critical element of State and Federal leadership to achieve long-term success. At the leadership level, the State and Federal Governments must develop and describe concise policy objectives for water supply reliability, ecosystem restoration, and Delta as place to align planning and action at all levels of government. Staff must then develop the performance measurement and reporting to assure accountability.

The State lacks focus and capacity for implementation. Across all relevant State agencies, the State does not have the capacity or experience to implement major water supply and ecosystem restoration projects. Planning, evaluation, regulations, and guidelines proceed, but on-the-ground implementation stalls. Near-term projects and streamlined permitting processes would build experience and capacity to implement. The State regulatory and implementing agencies must articulate a clear definition of their roles in implementation and where functions will be delegated to others to accelerate progress.

Important Delta programs are underfunded. The Governor and the Legislature have failed to address funding needs for near-term actions and assignments and deferred discussions of funding and finance approaches for long-term plans. The State relies too heavily on bond funds for planning, administrative, and oversight activities. Stable, long-term funding sources, with appropriate assurances for efficiency, are needed. Administration and oversight of existing bond funds should be streamlined so that those funds are distributed promptly to invest actual improvements.

Strong and decisive leadership is needed to re-energize the urgency for linked, integrated action reflected in the *Delta Vision Strategic Plan* and subsequent water legislation. Now is the time for the Governor and Legislature to re-engage and guide the State agencies and stakeholders to integrate efforts and link implementation actions in a manner that will achieve the Two Co-Equal Goals. The Governor must provide the leadership and the Legislature must provide the resources to implement actions and linkages. Federal agencies and Congress must be active partners to help develop and implement workable solutions. The State and Federal Governments together must establish the forums and mechanisms to address and resolve the core conflicts that impede progress and action. Stakeholders must step up to foster the necessary, constructive dialogue to resolve conflicts and develop joint commitments.

Now is the opportunity to turn planning progress into integrated commitments, action, and results.

Overall Recommendations

Alignment, Assurance, Accountability, and Action

The following “Five Overall Recommendations” provide a roadmap for the State Administration, Legislature, Federal agencies, and stakeholders to act with the necessary urgency to advance the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.

Strong, visionary leadership is needed to establish the alignment, assurances, accountability, and action of State and Federal agencies in solving Delta challenges. That leadership must come from the Governor and Secretaries of the Department of the Interior (Interior) and Department of Commerce (Commerce). The Governor and the Secretaries must define and commit the State and Federal Governments to the long-term vision for the next 50 to 100 years and how it will be achieved through a comprehensive, integrated set of actions that address the full suite of problems in the Delta—sustainability and resiliency of natural resources, water supply, and the economy. Further, the leaders must work with agency leadership and stakeholders to develop the commitments and accountability to assure action, progress, and results that will endure through changes in administrations.

The Delta Vision Foundation is concerned that the narrow focus of the Governor’s Administration and new and acting leadership at Interior and Commerce are not providing the overall vision, strategy, and action plan that are necessary to align agencies and stakeholders to a common purpose and committed action.

1. Align Strategies, Actions, and Agencies

Aligning, linking, and integrating statewide and Delta strategies, actions, and agencies is the only means for defining and advancing Delta solutions that are technically, politically, and economically feasible.

Strategies. The following strategies, grounded in the *Delta Vision Strategic Plan*, describe the means to accomplish the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. These strategies are the basis for aligning agencies and stakeholders over the long term.

- Secure the existing system to prevent further loss of species, water supply, people, and Delta resources.
- Invest in system improvements that increase flexibility to store and retain water in wet periods and divert less in dry periods.
- Manage water and restore habitats through adaptive and real-time management based on sound science.
- Support change, adaptation, and resiliency of economies, natural systems, and infrastructure.
- Increase the efficiency of government and stakeholder decision-making and implementation.

Actions. The following core actions must be linked and integrated through investment commitments, legislation and policies, contracts and covenants, and regulation. These actions are broadly acknowledged as necessary elements of solving the Delta challenge, but commitments and linkages are not sufficient to ensure consistent, continuous action in all areas that will endure through changes in elected leadership.

- Levee Investments and Through-Delta Conveyance.
- Surface and Groundwater Storage, particularly in the San Joaquin Valley and Tulare Lake Basin.
- Improved Conveyance.
- Habitat Restoration and Ecosystem Management.
- Regional Water Efficiency and Alternate Supplies.

Agencies. State and Federal agencies with core management roles must be aligned, coordinated, and publicly accountable. The Delta Vision Foundation has repeatedly recommended a public-facing State Action Team that articulates the vision, strategy, work plan, and progress reporting necessary for success. While State and Federal coordination has improved, the agencies do not demonstrate a coordinated implementation plan or address areas that are not advancing. The Governor should establish, by executive order, a Delta Strategic Action Team of State agencies, with cooperation of relevant Federal agencies, and direct it to prepare a coordinated implementation work plan, consistent with and incorporating the Delta Stewardship Council's Implementation Committee. The following are the agencies with core management responsibilities.

- Natural Resources Agency (including Department of Water Resources and Department of Fish and Wildlife).
- Delta Agencies (Delta Stewardship Council, Delta Protection Commission, and Delta Conservancy).
- State Water Resources Control Board (and regional boards).
- Departments of the Interior and Commerce (Reclamation, USFWS, and NMFS).
- Other Federal Agencies (USEPA, Army Corps of Engineers, USGS).

2. Assure Comprehensive Implementation

Establishing a sustainable, resilient Delta will only occur through implementation of the comprehensive set of actions outlined in the *Delta Vision Strategic Plan*—near-term and long-term, in the Delta, and outside the Delta. The political success of this effort requires that assurances and commitments are in place to advance all actions equitably, reasonably, promptly, and efficiently.

Linkages. The following are several examples of the critical linkages that must be assured.

- Link habitat restoration, species improvement, and water diversions.
- Link storage, retention, and conveyance to assure flexibility, particularly in dry years.
- Link levee investment to statewide benefits and to beneficiaries who will invest.
- Link regional water management and efficiency improvements to accessibility of water from the Delta watershed.
- Link science, adaptive management, and performance monitoring to regulatory decision-making and real-time management.

Commitments. Establishing these linkages and commitments is critical, but not easy. The following are several possible mechanisms for assuring coordinated, linked progress.

- Compact signed by the State and major stakeholders with a framework for linked actions
 - Performance requirements and metrics for adaptive management
 - Work plan to implement linked actions
 - Timeframe to perform
- Companion legislation to the 2014 Bond Measure to require linkages and progress
- Bond covenants
- Contract requirements for isolated conveyance facilities
 - Legal obligation to operate to restore Two Co-Equal Goals
 - Obligation to optimize water conservation and water use efficiency
 - Operational performance requirements
 - Contractors deposit funds into account to fund storage
 - Oversight responsibilities and rights
 - Limitations on amount of water exported through isolated conveyance until storage is constructed (timing; requisite outflows for kinds of years)

3. Answer to the Public and Remain Accountable

For more than two decades, the State and Federal Governments and stakeholders have failed to establish a meaningful, effective system of accountability for progress, results, and efficiency. Without such a system, public support and funding for critical investments is evaporating. Without uniform, objective reporting, positional posturing based on disparate objectives dominates discussion and decision-making. Four types of accountability are critical—issues, institutions, public, and performance.

Issues. The Delta Strategic Action Team recommended above must begin by defining the overarching outcomes, objectives, and strategies to achieve the Two Co-Equal Goals while protecting and enhancing the Delta. Without this common definition, planning and regulatory actions will continue as disparate actions achieving differing interpretations of state and federal law. As discussed below, the work to define and resolve these issues to date has lacked sufficient public accountability and responsiveness.

Institutions. Implementation strategies must be designed with the appropriate mix of independent decision-making and collaborative processes. Regulatory and oversight decision-making must remain independent, consistent with legal authorities. These decisions should be informed by collaborative, transparent work in science, engineering, economics, law, and policy. Proposed implementation structures must maintain this distinction.

Public. Current planning activities for the Delta lack effective public accountability and oversight. The Legislature should expand its oversight of the 2009 water legislation to identify where additional action by the Legislature is needed to ensure implementation, e.g., funding. The Governor should establish a Stakeholder Oversight Council as a companion to the Delta Strategic Action Team to advise the State and Federal agencies on critical issues for attention and resolution and to provide performance and fiscal oversight.

Performance. Three to five top-level, policy performance measures must be defined and implemented immediately to report objectively on results towards the Two Co-Equal Goals. The performance measures should be consistent with the outcomes, objectives, and strategies defined by the Delta Strategic Action Team. The following are initial examples for consideration, based on input provided to the Delta Vision Foundation.

Ecosystem

- Population trends for high priority aquatic species such as delta smelt and winter-run Chinook salmon.
- Population trends for high priority avian species.

Water Supply Reliability

- Trends in water diversions from the Delta watershed, by water year type and region (the objective is more in wet and less in dry).
- Trends in water availability at the end user from all sources, by water year type and region.

Delta as Place

- Annual farm gate receipts and total agricultural output and annual economic output from recreation and hospitality for the Delta region, showing actual amounts and growth trends relative to other regions.
- Delta levee failure risk and quantification of people, assets, and infrastructure at risk.

Fiscal

- Planning and administrative costs as a percentage of construction/implementation costs for State and Federal programs and projects (objective is downward trend), benchmarked against similar multi-disciplinary restoration programs.

4. Act Now to Build Implementation Capacity

The State and Federal Governments must immediately accelerate implementation of five or six near-term projects. A variety of projects in or related to the Delta should be selected to demonstrate streamlined coordination and build implementation capacity. The Delta Strategic Action Team should consider projects that are ready or near-ready for implementation in ecosystem restoration, Delta levees, economic development, fish protection, and Delta water quality. These projects could be drawn from the list developed by the Coalition for Delta Projects. The Delta Strategic Action Team should ensure that project implementation teams include appropriate accountable leadership, expedited permitting, science review, work planning, progress reporting, monitoring plans, and adequate funding. The Legislature should act as necessary to fund these projects. The Governor should direct State agencies to expedite the projects. The Delta Strategic Action Team should commit to streamlining reviews and approvals, addressing public concerns, and removing barriers to implementation.

5. Resolve Key Issues and Refrain from Litigation

The Delta Vision Foundation is encouraged by the recent advancement of Delta planning and regulatory activities, including the *Delta Plan*, the State Water Board *Bay-Delta Plan* proceedings, and the early release of BDCP planning and environmental review documents. These advancements offer an opportunity for real progress on some of the Delta's most vexing water management and restoration actions. The Delta Vision Foundation notes positive steps in some areas, particularly recent efforts to establish collaborative science for the Biological Opinions and the Delta Dialogues, which are convening diverse participants to explore interests and build understanding among historic opponents.

However, the Delta Vision Foundation also notes three important challenges:

1. As planning and regulatory decisions approach, stakeholder and agency positions are hardening, reducing the opportunity for discussion and resolution of critical issues. Reams of documents are now available for public review (a positive step), but transparency of documents is not a substitute for meaningful discussion and resolution of issues as stakeholders and the media seek to understand the implications.
2. Key interests are continuing to turn to the courts to resolve conflicts, and those that haven't sued yet, are rattling sabers in preparation. The courts are an expensive, resource-intensive means of decision-making.
3. There are few effective forums for meaningful discussion and resolution of the broad conflicts and there are no alternatives to litigation.

Issues Resolution. The Governor should direct the Delta Strategic Action Team to identify, with input from the Stakeholder Oversight Group and others, the ten highest priority conflicts that impede progress in achieving the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. Further, the Delta Strategic Action Team should be charged with recommending an action plan and budget to address and resolve these conflicts through collaboration, joint fact-finding, mediation, arbitration, alternative dispute resolution, or other similar means.

Lawsuit Restraint. Stakeholders from all interest groups must create a secure space for discussion and resolution of issues and conflicts. Stakeholders and agencies should develop and sign a joint commitment to use collaboration, joint fact-finding, mediation, arbitration, or alternative dispute resolution, to resolve conflicts before filing lawsuits. The Legislature, Federal agencies, and stakeholders should establish a fund and provide money to support these mechanisms to resolve conflicts and avoid lawsuits among agencies and stakeholders. Structure the fund to accept funding from Federal and State agencies and from stakeholders and other sources.

Specific Recommendations

Actions Progress

Near-term Actions

1. As part of the *Northern California Catastrophic Flood Response Plan*, the Emergency Management Agency, in partnership with other agencies, should conduct a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failures from an earthquake. This assessment should include, among other agencies: Business, Transportation, and Housing Agency; Department of Fish and Wildlife; Department of Water Resources; and Delta Protection Commission. A report of the results should be presented to the Governor, Delta local governments, and Delta Protection Commission.
2. The State Water Resource Control Board, in cooperation with the Department of Fish and Wildlife, should develop a coordinated work plan, budget, and schedule for implementing in-stream flow analyses upstream of the Delta and report on progress through the State Water Resources Control Board Delta Strategic Work Plan. The Legislature should provide the resources to implement the plan.
3. The Department of Fish and Wildlife should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain improvements in the Yolo Bypass.
4. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening alternatives at the Clifton Court Forebay.
5. The Department of Water Resources and the Bureau of Reclamation should reinstate the review of the Franks Tract and Three Mile Slough Barrier projects.
6. The Delta Stewardship Council and Natural Resources Agency should immediately convene a Near-Term Actions Implementation Team, including the Department of Water Resources, Department of Fish and Wildlife, Emergency Management Agency, Delta Protection Commission, Delta Conservancy, and other relevant agencies. This team should be integrated with the recommended Delta Strategic Action Team and consistent with the Delta Stewardship Council's Implementation Committee. The team should develop and accelerate an action plan to reduce risks of catastrophic failure, bolster emergency response, implement habitat restoration, and secure critical infrastructure.

Governance

1. The Governor should establish, by executive order, a Delta Strategic Action Team of State agencies, with cooperation of relevant Federal agencies, and direct it to prepare a coordinated implementation work plan, consistent with and incorporating the Delta Stewardship Council's Implementation Committee. The work plan should describe the integration, implementation, and oversight of Delta and statewide actions, including the *Delta Plan*, *BDCP*, the *Bay-Delta Plan*, *Ecosystem Restoration Plan*, levees, flood management, water storage, regional water management, and Delta economic development.
2. The Legislature should immediately provide five years of funding for the Delta activities of the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Wildlife. A reliable source of money is essential for implementing their legislatively mandated responsibilities towards achieving the Two Co-Equal Goals.
3. The Governor and the Legislature, working with stakeholders, should develop a process to define funding and financing principals and approaches.
4. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include economics expertise.

Ecosystem Restoration and Recovery

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta. Additionally, to guide planning and decision-making for water supply reliability and ecosystem restoration, the agencies should establish standards and requirements.
2. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should develop an agreement (such as an MOU) and work plan to address coordination, funding, and implementation of near-term and mid-term ecosystem restoration actions. Other parties could include Federal agencies, local governments, the State and Federal Water Contractors Agency, non-governmental organizations, and others as appropriate.
3. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should identify several immediate restoration projects for joint execution through the Delta Conservancy.

Delta Vitality and Security

1. The Delta Protection Commission and Delta Conservancy should increase coordination and cooperation with the Department of Food and Agriculture, Federal Natural Resource Conservation Service, and others regarding economic development opportunities in the Delta.
2. The Department of Water Resources, in coordination with the Delta Protection Commission, Emergency Management Agency, and the U.S. Army Corps of Engineers, should develop and implement a work plan and schedule for completing local land management and risk reduction plans for the five priority communities in the Delta (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous).
3. The Department of Transportation should complete the analysis of highway protection strategies for the Delta and construct improvements.
4. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions.
5. The Delta Stewardship Council should immediately initiate its development of the levee investment priorities, including stakeholder engagement and coordination with the Department of Transportation and a workgroup with the California Public Utilities Commission, California Energy Commission, and all public utilities that own facilities in the Delta.
6. The Director of the Department of Water Resources should immediately direct money from Proposition 1E and other available sources to fund levee improvements needed to protect water delivery infrastructure in the Delta and through-Delta water conveyance channels.
7. The State should convene, in collaboration with Federal agencies, a broad group of experts, including levee engineers with seismic experience and disaster experience, construction and cost-estimation experts, hydraulics and hydrology experts, military personnel, and other disaster response experts, and others to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event.

Water Supply Reliability

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should develop a joint approach for defining water supply reliability and setting the objectives for the Delta immediately. The agencies should further establish standards and requirements to guide planning and decision-making about water supply reliability and ecosystem restoration.
2. The Delta Stewardship Council and Natural Resources Agency should develop or improve policies and legal requirements to link storage, conveyance, and regional water management to ensure the “more in wet,

less in dry” strategy. This linkage will enable the agencies to evaluate and demonstrate the benefits of operational flexibility in achieving the Two Co-Equal Goals, and ensure the right-sizing of planned facilities.

3. The Natural Resources Agency, Department of Water Resources, and Delta Stewardship Council, working with Federal partners and local interests, should immediately develop a strategy and work plan for accelerating actions to secure and improve through-Delta conveyance.
4. The Department of Water Resources should compile and report quantifiable information on how each region of the state uses Delta watershed water and how each region plans to reduce future reliance on the Delta in meeting their future water needs.

Leadership, Effectiveness, and Cooperation

State Legislature

1. Maintain funding for habitat restoration, storage, and regional water management in the water bond.
2. Establish commitments and assurances to link and integrate Delta and statewide actions through bond requirements and legislative requirements.
3. Secure funding for Delta implementation and science activities for the next five years.
4. Establish appropriate legislative oversight and public accountability for near-term actions, BDCP, flood management and levees, ecosystem restoration, water storage, and regional water management.
5. Establish a fund and provide funding to support the use of collaboration, joint fact-finding, mediation, arbitration, or alternative dispute resolution, to resolve conflicts and avoid lawsuits among agencies and stakeholders. Structure the fund to accept funding from Federal and State agencies and from stakeholders and other sources.

Governor’s Administration

1. Immediately direct State agencies, through executive order, to plan, implement, and operate to achieve the Two Co-Equal Goals.
2. Through policy directive, articulate the State leadership plan for implementing the linked, integrated actions to achieve the Two Co-Equal Goals, consistent with the *Delta Vision Strategic Plan* and subsequent implementing legislation.
3. Establish, by executive order, a Delta Strategic Action Team of State and Federal agencies, along with a Stakeholder Oversight Committee, to define the management plan, schedule, performance outcomes, and public accountability procedures for implementing the State leadership plan. Incorporate the requirement of the Delta Stewardship Council Implementation Committee into the Delta Strategic Action Team.
4. Prepare budget proposals to establish secure, long-term funding sources for critical regulatory, oversight, science, and Delta implementation functions.
5. Immediately direct State resources to implement near-term actions to protect lives, secure water conveyance systems, restore critical habitat, and improve fish protection and water quality.

Delta Stewardship Council

1. Work with the Governor to establish the Delta Strategic Action Team, consistent with the DSC’s role in establishing a Delta Plan Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
2. Immediately describe a near-term action plan to be implemented through the Delta Strategic Action Team.
3. Develop unambiguous, concise description of expected outcomes and policy level performance measures; begin assessment and reporting immediately.

4. Immediately implement efforts to develop levee investment priorities, with effective stakeholder engagement to address and resolve issues.
5. Work with stakeholders and the Delta Strategic Action Team to develop or improve policies to link water storage, water conveyance, levee improvements, regional self-sufficiency, and ecosystem restoration through improved water management and investment.

Natural Resources Agency

1. Work with the Governor and the Delta Stewardship Council to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
2. Implement additional negotiation and mediation approaches to resolve core issues and conflicts, including linkages and integration among Delta and statewide programs.
3. Direct and coordinate departments and organizations within Resources to accelerate implementation of near-term Delta levee improvements, water conveyance improvements, and ecosystem restoration actions.
4. Provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the State Water Board and the Delta Stewardship Council.

Department of Water Resources

1. Immediately update and present information on the operations, benefits, and costs of storage alternatives (north and south of the Delta, surface and groundwater) with and without consideration of Delta conveyance alternatives to describe how the Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the State Water Board and the Delta Stewardship Council.
2. Establish milestones and deadlines for storage investigations, to coincide with the BDCP planning process and/or any subsequent process to design and engineer improved Delta conveyance.
3. Prepare an evaluation and implementation plan to accelerate the investigation and implementation of through-Delta conveyance improvements, including fish screen options at Banks Pumping Station, barriers, dredging, levee improvements, and other near-term improvements in conveyance and supply reliability.
4. Immediately complete the levee investment strategy and direct Proposition 1E resources to improve levees that protect critical statewide infrastructure, including water conveyance.
5. Conduct an independent review of the implementation strategy and management structure for design, construction, operation, and oversight of the BDCP program to assure appropriate independent oversight and public accountability.

Department of Fish and Wildlife

1. Work with the Delta Conservancy, Department of Water Resources, Delta Stewardship Council, BDCP, and other water, environmental, and Delta interests to develop a coordinated Delta ecosystem restoration implementation plan to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years and measure results.
2. Provide additional clarity, focus, priorities, and performance measures for evaluating and recommending in-stream flow needs.
3. Work with Federal fisheries agencies to prepare or further clarify recovery plans for fish species and the actions that can be implemented by BDCP, Central Valley Project Improvement Act, and other restoration programs consistent with the *Delta Plan*.

Sacramento-San Joaquin Delta Conservancy

1. Continue work with local interests and the Department of Fish and Wildlife, Department of Water Resources, Delta Stewardship Council, BDCP and other water, environmental, and Delta interests to develop a coordinated Delta ecosystem restoration implementation strategy to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years.
2. Continue to establish the Delta Conservancy as the central information source for economic development and ecosystem restoration projects in the Delta by collecting, synthesizing, and reporting information on the objectives, status, location, and effectiveness of Delta projects.
3. Continue work with U.S. Department of Agriculture Natural Resource Conservation Service and California Department of Food and Agriculture to identify and apply agricultural programs that can support and advance ecosystem restoration and economic development in the Delta.

Delta Protection Commission

1. Work with the Delta Stewardship Council, Department of Water Resources, Central Valley Flood Protection Board, and others to identify priority areas for levee protection and investment.
2. Obtain needed funding from the Legislature and other sources to continue and expand economic development planning and implementation for the Delta through the Delta Investment Fund.
3. Work with the local governments and the Department of Water Resources to complete local land use and risk reduction plans for the Delta communities of Walnut Grove (including the residential area on Grand Island), Locke, Clarksburg, Courtland, and Terminous.
4. Continue to work with Delta interests and State and Federal agencies to identify and implement economic development opportunities for the region.
5. Continue to advance emerge preparedness and response planning, in cooperation with the California Emergency Management Agency, Department of Water Resources, Delta Counties, and others.

State Water Resources Control Board

1. Evaluate and articulate how water users in the Central Valley can and should capture more water in wet periods and divert less in dry periods and the State Water Board's role in making that change.
2. Complete phases 1 and 2 of the *Bay-Delta Plan* update.
3. Update the five-year Delta Strategic Work Plan.
4. Identify and recommend necessary additional improvements in water rights enforcement authority.

Central Valley Regional Water Quality Control Board

1. Continue leadership and coordination with other agencies to establish thorough and efficient water quality monitoring for the Delta. Work with these agencies to develop a stable, long-term funding plan and proposal.
2. Provide guidance on scientific research needed for water quality management in the *Delta Science Plan* developed by the Delta Science Program and the Independent Science Board.

California Water Commission

1. Conduct public hearings and seek independent analysis to assure creativity and applicability of public benefits criteria.
2. Provide guidance and recommendations to the Department of Water Resources storage investigations and Delta Stewardship Council regarding quantifying public benefits of storage and developing performance measures for the *Delta Plan*.
3. Continue assessment and recommendations to address operations and maintenance staffing issues for the State Water Project.

Emergency Management Agency

1. Complete the Memorandum of Understanding (or equivalent) with the Federal Emergency Management Agency regarding flood response and recovery commitments and agreements.
2. Increase regional emergency management coordination with the Department of Water Resources, Delta Protection Commission, and Delta counties to align response planning, identify gaps, and implement corrective actions.
3. Ensure that seismic events are considered and appropriate response and recovery measures are identified in the *Northern California Catastrophic Flood Response Plan*. Include independent review of risks and consequences.
4. Prepare an annual report on the progress of implementing the Delta Multi-Hazard Task Force Report recommendations.
5. Prepare a five-year plan of exercises and drills for the Delta.

Central Valley Flood Protection Board

1. Coordinate with the Delta Stewardship Council and Department of Water Resources to complete the Delta levees investment priorities by January 1, 2015.
2. Maintain coordination and provide progress reports to the Delta Strategic Action Team regarding planning and implementation of floodplain enhancements in the Sacramento and San Joaquin Rivers.

Department of Food and Agriculture

1. Continue and expand efforts to provide expertise, facilitate Federal participation and funding, and coordinate with the Delta Stewardship Council and Delta Protection Commission on agricultural enhancement and innovation in the Delta.
2. Increase regionalization of the Agriculture Vision 2030 to identify regional needs to sustain agriculture in the Delta, Sacramento Valley, San Joaquin Valley, and other areas that rely on the Delta for irrigation water.

Science Programs

1. Complete the *Delta Science Plan*.
2. Accelerate policy alignment and coordination of Delta monitoring, research, and synthesis regarding flows, water quality, habitat, and species.
3. Work with responsible agencies to identify, prioritize, and implement specific projects (restoration, operational changes, etc.) to test hypotheses, measure changes, apply adaptive management, and report results.

Department of the Interior

1. Provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the Governor of California.
2. Work with the Governor to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Accelerate completion of surface storage investigations.

Bureau of Reclamation

1. Provide policy direction and analysis as to how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with the State agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Enhance coordination of Yolo Bypass activities.
5. Accelerate completion of surface storage investigations.

U.S. Fish & Wildlife Service

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with State agencies and other Federal agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term restoration, ERP actions, and pilot projects; support the Delta restoration network.
5. Identify water storage and retention projects to improve ecosystem function.

National Marine Fisheries Service

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Work with State agencies and other Federal agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Complete final recovery plan and salmon lifecycle model.
5. Support and accelerate near-term restoration, ERP and Recovery Plan actions, and pilot projects; support the Delta restoration network.
6. Identify water storage and retention projects to improve ecosystem function.

U.S. Environmental Protection Agency

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.

2. Work with State agencies and other Federal agencies to establish the Delta Strategic Action Team; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking water quality protection, habitat restoration and enhancement, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term water quality protection actions and pilot projects.
5. Continue support for coordinated monitoring and reporting.

Stakeholder Organizations

1. Reinvigorate the Coalition for Delta Projects and continue the “12 Counties Coalition” to accelerate near-term actions.
2. Establish a multi-interest stakeholder discussion of core issues of Delta and regional water management and investment, habitat restoration, Delta levees, and the commitments and assurance necessary to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.
3. Develop and sign a joint commitment to use collaboration, joint fact-finding, mediation, arbitration, or alternative dispute resolution, to resolve conflicts before filing lawsuits. Work with the Legislature and Federal agencies to establish a fund and provide money to support these mechanisms to resolve conflicts and avoid lawsuits among agencies and stakeholders. Structure the fund to accept funding from Federal and State agencies and from stakeholders and other sources.